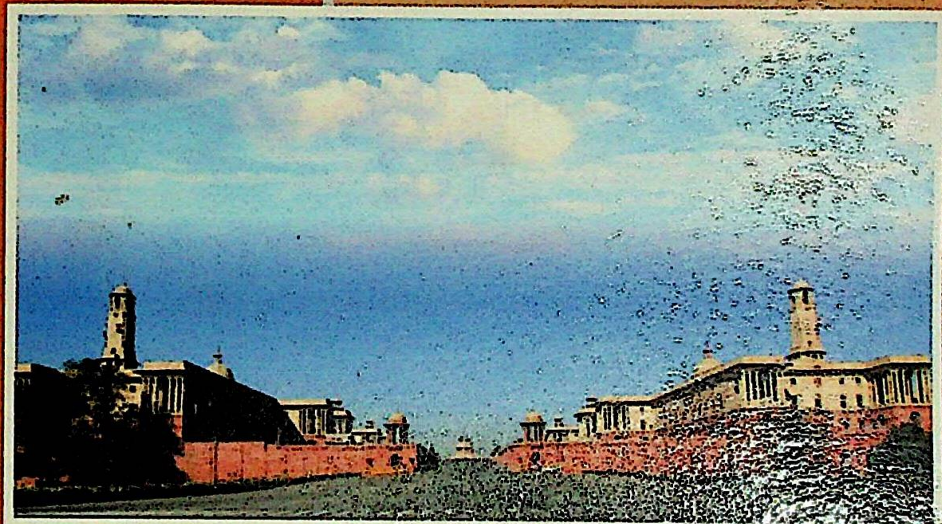
प्रशासनिक सेवाओं में कार्यरत प्रशासकों के अपने कार्यक्षेत्र के अनुभव



संकलनकर्ता

नलिनी सचदेव
राजेन्द्र आर्य

भाग-1



प्रशासनिक सेवाओं में कार्यरत प्रशासकों के अपने कार्यक्षेत्र के अनुभव

भाग-1

संकलनकर्ता

नलिनी सचदेव

राजेन्द्र आर्य

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दो शब्द

प्रत्येक विचारशील भारतीय को आज ऐसा लग रहा है कि देश में विकास के प्रति आशावाद की लहर चल रही है। इसलिए अत्यंत आवश्यक है कि प्रशासन श्रेणी जो इस प्रक्रिया में अत्यंत महत्वपूर्ण भूमिका रखती है, उसकी सोच में भी आशावाद के प्रति विश्वास बढ़े। इस मूल विचार को ध्यान में रखते हुए हमारी दृष्टि में आये कुछ वर्तमान प्रशासकों द्वारा अपने-अपने क्षेत्र में किए गए प्रशंसनीय कार्यों का संकलन किया जा रहा है।

भारतीय प्रशासनिक सेवाओं में चयनित लगभग हर एक प्रत्याशी के मन में कार्य क्षेत्र में जाते समय बहुत कुछ कर गुज़रने का जज़्बा होता है लेकिन कार्य क्षेत्र के दबाव एवं सिस्टम की सीमाओं में रहकर उनमें से कुछ ही भाग्यशाली हैं जो इस सच्चाई के बावजूद लीक से हटकर कुछ ऐसा कर पाते हैं जो उदाहरणीय बन जाता है एवं आशावाद जागृत करता है।

निश्चित ही इस प्रयास से जिन प्रशासकों ने इन कार्यों को अंजाम दिये हैं उन्हें तो संतोष एवं खुशी मिलेगी ही साथ ही बाकी प्रशासकों को भी इससे प्रेरणा मिल सकेगी।

ईश्वर से प्रार्थना है कि सभी प्रशासकों को जीवन के हर क्षेत्र में सफलता मिले और आने वाले समय में नए-नए कीर्तिमान स्थापित करें।

सभी प्रशासकों से विनम्र निवेदन है कि उनके द्वारा किये गए और किये जा रहे प्रेरणादायी कार्यों को हमें प्रेषित करने का कष्ट करें ताकि शीघ्र ही हम भाग-2 भी निकाल सकें। इस भाग-1 के निकलने का पूरा श्रेय हम उन सभी प्रशासकों को देते हैं जिन्होंने अपने कार्यों को अंजाम दिया और हमारे निवेदन पर इस सामग्री को साझा किया



जिससे हम ये लघु संकलन आप तक प्रेषित कर पा रहे हैं।

यह पहला प्रयास है। यह एक लगातार चलने वाला प्रयास है। इसलिए इसे 'भाग–1' के रूप में प्रकाशित किया गया है।

आपसे निवेदन है कि इस प्रयास को और अच्छा बनाने हेतु अगर कोई सुझाव आए तो हमें अवश्य अवगत कराएँ। हमें अच्छा लगेगा।

इस पुस्तक को छापने के लिए कुछ महानुभावों ने अपना आर्थिक सहयोग दिया है उनके हम आभारी हैं। अत: यह पुस्तक नि:शुल्क उपलब्ध है।

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विषय-सूची

Jalgaon District "River Linking Project"

Vijay Singhal, IAS



Vijay Singhal
IAS (1997 Batch)
PM Awardee

विजय सिंघल जी IIT रूड़की से B.Tech. एवं IIT Delhi से M.Tech. हैं। आगरा के निकट के रहनेवाले हैं। 1997 Batch के I.A.S. अधिकारी हैं। महाराष्ट्र में कार्यरत हैं। कुछ नया करने की ललक बनी रहती है। चुनौतियों की स्वीकार करना, संतुलित व्यवहार एवं मुस्कुराहट बनाए रखना तथा अपने सहयोगियों से खूब काम करवा लेना इनकी विशेषताएँ हैं। काम के साथ–साथ माता–पिता का ध्यान रखना एवं यथाशक्ति अपने साथ ही रखना इनको संतोष देता है। अपने काम में कभी भी किसी प्रकार की न्यूनता न छोड़ना तथा ईमानदारी पूर्वक डटे रहना इनकी खासियत है। नदियों को जोड़ने के प्रोजेक्ट को सफलतापूर्वक पूरा करने के लिए पूर्व प्रधानमंत्री डॉ. मनमोहन सिंह जी ने प्रधानमंत्री पुरस्कार इन्हें प्रदान किया था और इनके कार्य के आधार पर केंद्र सरकार ने यह मॉडल सभी कलेक्टरों को भी भेजा।



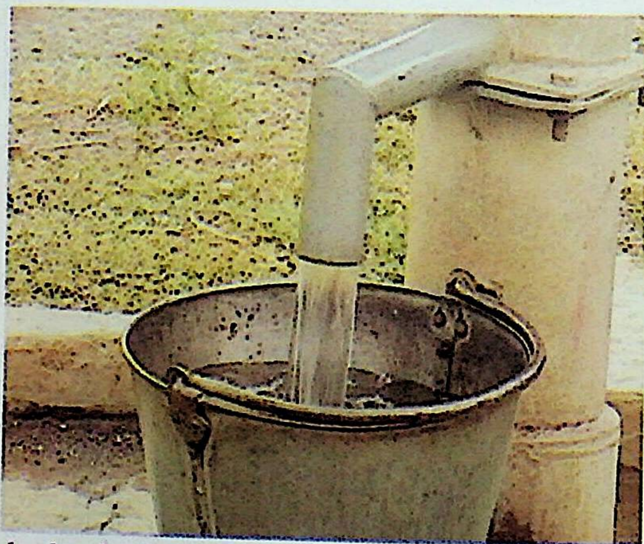
Sh. Vijay Singhal receiving PM Award

Jalgaon River Linking Project



Water overflowing through Weir, Dahiwad Tal. Amalner, Dist. Jalgaon

Outcomes : Long term sustainable solution



Helped solve the drinking water problem of 5 municipal councils and 128 villages (dependent population = 8,23,500)



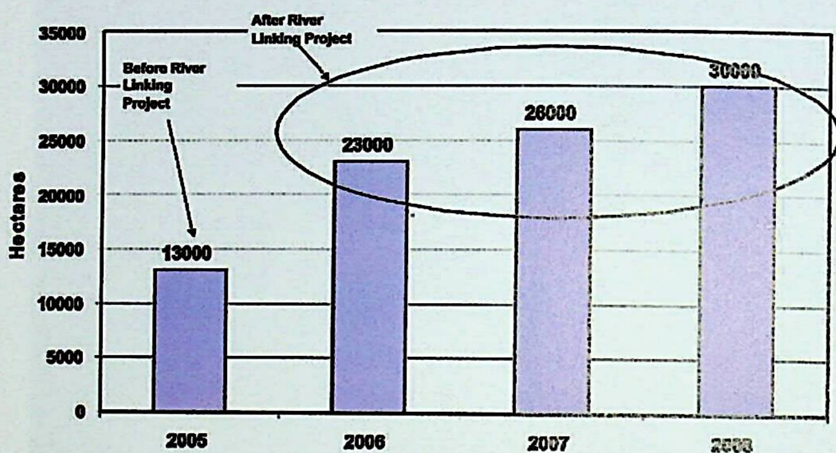
Increased water table in some Tahsils (even after less rainfall) & over 16,000 wells recharged as endorsed by GSDA (Groundwater Survey Development Agency of Govt. of Maharashtra), in its report

Area under cultivation more than doubled



Life saver for almost lost crops! Thousands of hectors of additional land irrigated; highest irrigation in the history of Jalgaon (about 70% more irrigated area) – even though 30% less than average rain fall

Area under irrigation :





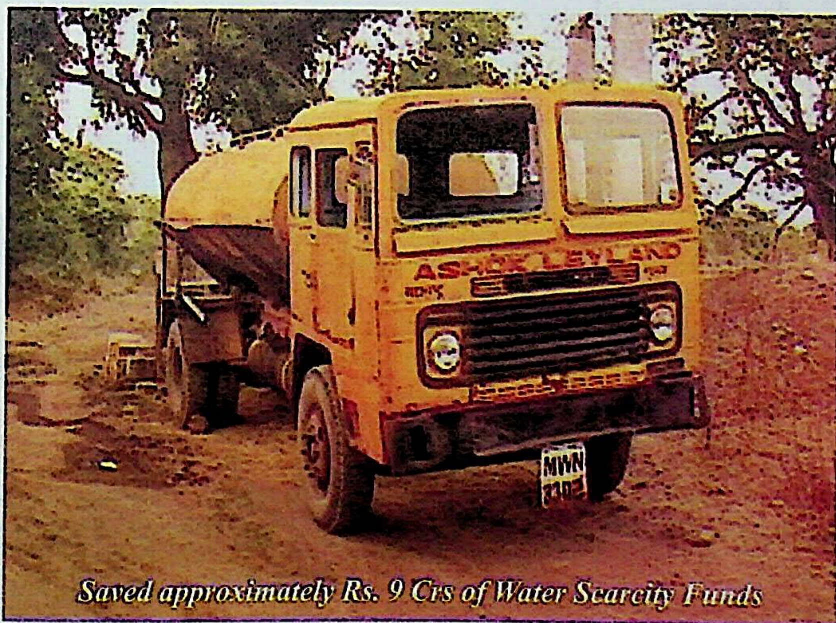
Increased water available for different uses

This water filled:

- 2 medium projects,
- 5 M.I. projects, and
- 700 percolation tanks, K.T. weirs, farm ponds etc.



Total water stored : 4486 Mcft (127Mm3)
Cost of this water : Rs. 11.2 Crs
Excessive over flowing water of Girna Dam brought to use.

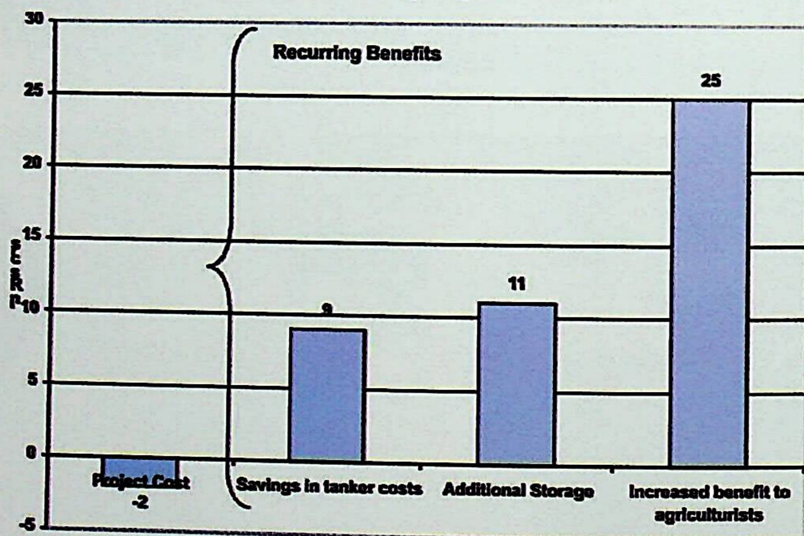


Saved approximately Rs. 9 Crs of Water Scarcity Funds

Multifold Economic Benefits

- Improved economic condition of farmers
- Prohibited migration of local & poor people in search of jobs
- Saved huge expenditure which would have been incurred to provide employment under Employment Guarantee Scheme of Govt.
- Repaired canals – which further reduced seepages and other losses
- Total benefits: Rs. 40-45 Crs, as per rough estimates – in one year only and these benefits are recurring every year.

Economic Benefits from the project



These outcomes establishes its sustainability.

Measuring the Outcome : Project Benefits validated by an Independent survey

Socio-Economic Survey by Jala SRI, a Watershed Surveillance and Research Institute (a third party agency) -

Conducted survey of 840 households in 42 villages (out of 300 villages) in year 2007.

- 84.52% are in favour of river linking efforts.
- 53.92% farmers noticed considerable rise in water levels of their wells.
- 64.64% people have positive approach towards Govt. Agency
- 26.15% households actively participated in execution of the links contributing to 2142 man-days.
- 42.42% people reported increase in their employment opportunities.
- Project is not only successful but also sustainable. Its benefits are still being enjoyed by the people.
- This project is positively received by all sections of society.

Key Success Factors

Converging resources of different agencies for a common cause :

Department/ Sections	Source / Purpose of expenditure
Jalgaon Collectorate	Funds allotted to tackle problems in times of water scarcity (Head : 2245)
Irrigation Department	Survey, repair & maintenance of dams and canals
Municipal Corporation / Councils	Internal resources for augmenting water availability for drinking
MP / MLA Local Area Develop-ment Scheme	For various developmental works within their respective jurisdiction.
Community.	Contribution of Land and Labour

Unanimous Community Support

- Local population involved in the planning process and their suggestions were evaluated and responded to.
- Landowners easily parted with portions of their land for river-linking without asking for land compensation.
    - o River linking made the land remaining with them arable and hence their economic value added.
- Local population offered their labour voluntarily for completion of the project.

Replicability

- Govt. of Maharashtra (GoM) has already issued order to implement it in all the districts of Maharashtra.
- River Linking approved as a regular scheme under DPC by Govt. of Maharashtra.
- Districts in Maharashtra and few other States have started implementing similar projects to address water scarcity.
- Dept of Adm Reforms, GoI identifies it as MODEL PROJECT & directed copies of this project to be sent to Chief Secretaries of all states, all the Secretaries (Admn reforms), Secretaries (Irrigation) of all the states, 100 copies to Parliament Library & 28 ATI's (Administrative Training Institute) in the Country for wider dissemination and replication.
- Hon. Chief Minister of Rajasthan had invited for a presentation on this initiative and to share the experience/ learning so as to replicate the same in Rajasthan.

Replicability and its Relevance

- Problem of unequal distribution common in the state and in the country as a whole.
  - Potential for such projects is always there.
- The budgetary support for such projects can stimulate thinking on similar lines.
- Project a success because of stakeholder consensus; replicability should also be for building consensus and participatory approach in planning.

Role of the Collector

- Finding an opportunity in a problem – Thinking out of the Box
- Converging the interest of different stake holders to a common cause
- Conceptualisation, Project Structuring, Approvals
- Getting the funds from Scarcity Head
- Diligence in planning and execution
- Focus on sustainability
- Building consensus amongst all
- Convincing the land owners to partner the cause
- Filling up of the institutional vacuum

Project Recognition

- Received a very prestigious *"Prime Minister Award for Excellence in Public Administration"* with the hands of Hon'ble Prime Minister of India.

- The project outcomes appreciated by President of India H.E. Smt Pratibhatai Patil.
- Appreciation by Hon. Sharad Pawar & Hon. C.M.of Maharashtra.
- Dept of Adm Reforms, GoI identifies it as MODEL PROJECT & directed me to send copies (350 in all) of this project to Chief Secretaries of all states, all Secretary (Admn reforms), Secretaries (Irrigation) of all the States, Parliament Library & 28 ATIs (Administrative Training Institutes) in the Country for dissemination and replication.
- Govt. of Maharashtra issued order to implement it in all the districts of Maharashtra.
- Attended International River Symposium 2006 at Brisbane, Australia & presented there "Jalgaon River Linking Project".
- Delivered a keynote lecture on this project at an International Conference in Macau, China in 2007.
- Provided lead discussion and presented innovative work on Jalgaon River Linking project at State University of New York, Albany, USA and Pennsylvania State University, University Park, USA in October, 2009
- Invited by the then Chief Minister of Rajasthan, Hon. Smt Vasundhara Raje to share the experience. She also appreciated the efforts taken.
- Received Dr. Babasaheb Ambedkar National Fellowship Award given by National Bhartiya Sahitya Academy for river linking project.

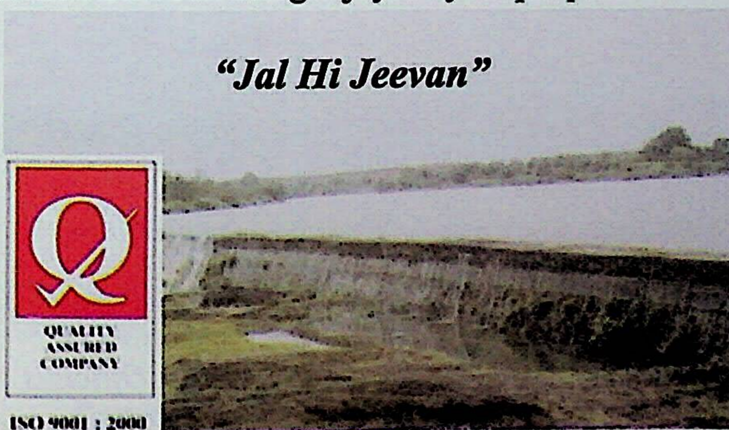
SUSTAINABILITY

Designed to be sustainable

- Interlinking achieved using existing natural drainage systems and canals
- Height of existing canals raised to accommodate higher discharge
- Use of gravity rather than pumping for diversion of water
- Participatory approach: involvement of biggest stakeholders
- Demand driven approach rather than supply driven

Evidence of sustainability

- Even during scanty rainfall, the ground water table has not depleted considerably. The local population could utilise water from wells instead of depending on tanker water supply.
- The area under irrigation continues to expand as water availability in regions which hitherto were drought-prone. There is enhanced agricultural activity on account of this initiative.
- Benefits are still being enjoyed by the people.



WORK DONE



To divert excessive overflowing water, work of stone-breaking and digging was carried out on war scale to create additional channel.



On-site observation of necessary works for Project by the Collector and other Officials



Canal Repairing Work



Work started on war scale
Resulted in diversion of higher discharge


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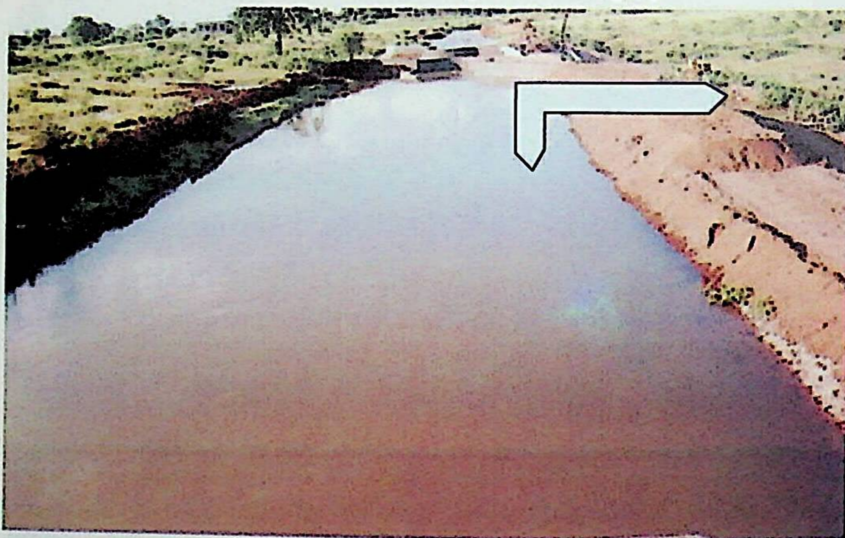




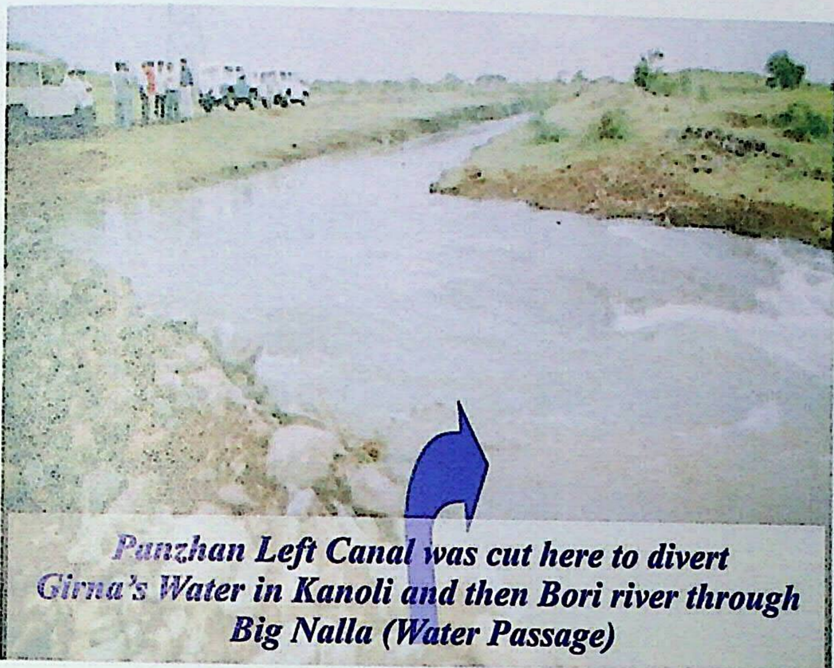


Canal Carrying Capacity increased by raising its height.

Height raising of canal

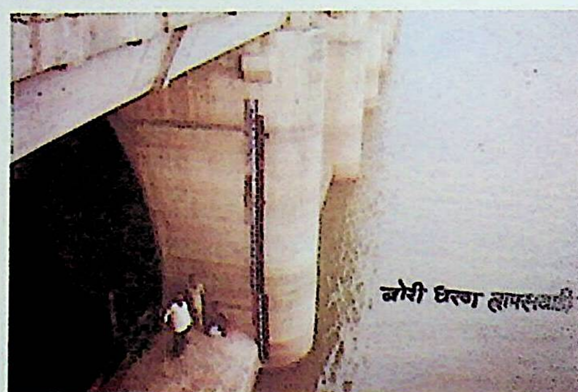


Canal Carrying capacity increased by height raising and these canals were used for linking rivers.
Use of Canals for River Linking


Panzhan Left Canal was cut here to divert
Girna's Water in Kanoli and then Bori river through
Big Nalla (Water Passage)

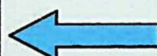

Work Done

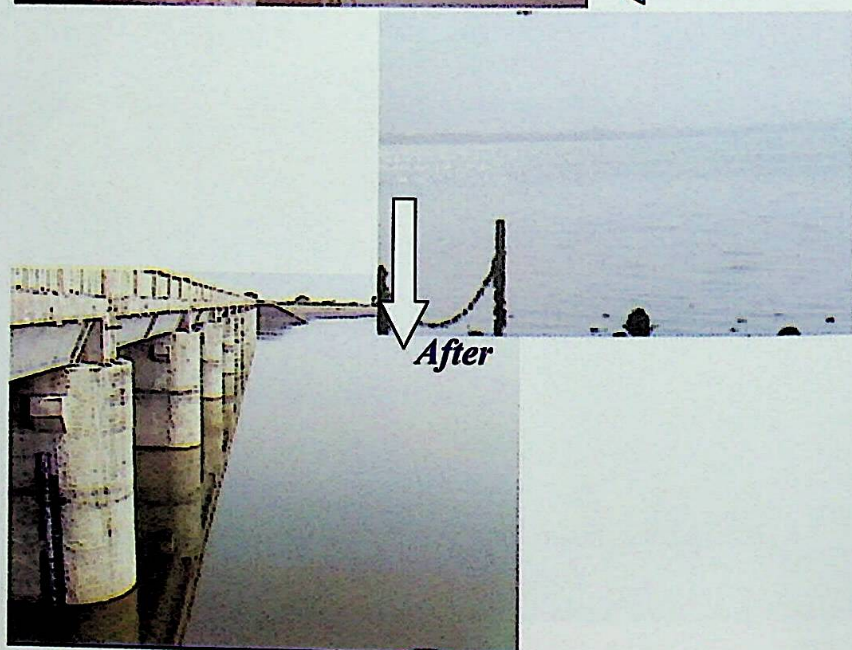




Bori Medium Project

Before







Water overflowing through Bandhara



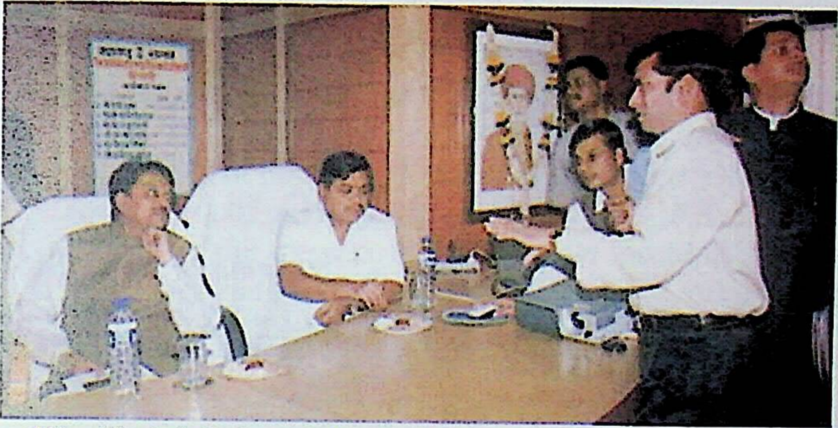
Farm pond filled up using Girna River water, Tahsil Dharangaon.

Indirect Benefits

- Improved economic condition of farmers
- Discouraged migration of local & poor people in search of jobs
- Saved huge expenditure which ought to have been incurred in providing employment under EGS
- Repaired canals which further reduced seepage & other losses
- Total benefits: Rs. 45-50 crores as per rough estimates in one year only and these benefits are recurring every year.



Project Presentation by Vijay Singhal,(IAS) Collector Jalgaon to Hon'ble H.E. Smt. Pratibhatai Patil, President of India and Hon'ble Sh. Sharad Pawar, Union Minister for Agriculture.



Vijay Singhal, Collector Jalgaon, discussing "River Linking Project" with Hon'ble Chief Minister and Dy. Chief Minister of Maharashtra.

Comments

- No ruining of forest.
- No need arose for land acquisition as land was donated by villagers.
- Circulation of water through canals had an additional benefits like conservation, percolation etc. Which is highly beneficial to ecology w.r.t. temperature, additional greenery etc.
- Overwhelming response from peoples representatives
- Villagers contributed & participated a lot in the process.
- No additional water storage structure, only diversion by way of interlinking.
- Permissible water used as per Inter State agreement, so no chances of dispute.

This Way A Dream Came True



Free Supply of Essential Generic Medicines by govt. of Rajasthan & govt. of India

"MUKHYAMANTRI NISHULK DAVA YOJANA"

Dr. Samit Sharma, IAS



Dr. Samit Sharma
IAS (2004 Batch)
PM Awardee

डॉ. समित शर्मा राजस्थान के रहने वाले हैं। इनकी श्रीमती जी भी डॉक्टर हैं। सिविल सेवा में आने से पूर्व ही इनका विवाह हो चुका था। पिता भी बन चुके थे। सन् 2004 में सिविल सेवा पासकर राजस्थान कैडर में IAS बने। पिताजी–माताजी दोनों ही भारतीय संस्कारों से ओत–प्रोत हैं। सिविल सेवा में आने से पूर्व इनका सपना था कि देश के गरीब वर्ग एवं साधारण वर्ग जो 50 प्रतिशत से अधिक हैं, स्वास्थ्य सेवा का लाभ प्राप्त कर सकें। इसको इन्होंने अपनी सेवाकाल के लगभग 10 वर्ष में पूरे देश में स्थापित कर राज्य सरकार एवं भारत सरकार दोनों की नीतियों में मूलभूत एवं प्रभावी परिवर्तन कर दिखाया। जिस कारण इनको प्रधानमंत्री द्वारा सर्वोच्च पुरस्कार दिया गया तथा प्रभावी एवं संवेदनशील प्रशासन की मूर्ति के रूप में इनको पूरा राजस्थान जानता है। चूँकि जिन 3 जिलों में चित्तौड़, कोटा और नागेर में इन्होंने कलेक्टर के रूप में कार्य किया वह समाज के लिए उदाहरण बन गया।

इसी कड़ी में वर्तमान में राजस्थान की आँगनबाड़ियों में लगभग बिना किसी सरकार की आर्थिक सहयोग से पूरा कायाकल्प हो रहा है।

1. PROBLEM STATEMENT

The availability and afford ability of good quality healthcare in times of need, is one of the most crucial necessities of public well being in any country. A major component of ensuring that such a system of healthcare exists, is the degree of the people accessibility to medicines that are both affordable as well as one of good quality. An issue for both prevention and cure. In India, in spite of the remarkable success of its pharmaceutical industry, the provision of affordable medicines to people remains a daunting task.

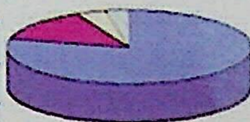
(a) Medicines are beyond the reach of our people

- As per WHO 65% of the Indian population lacks regular access to essential medicines.
- The expenditure on health is the second most common cause for rural indebtedness
- Over 23% of the sick don't seek treatment because they do not have enough money to spend.
- Over 40% of hospitalized patients have to borrow money or sell their assets to get themselves treated.

(b) Cost of Medicines makes people poor

Where does the money for health expenditure (in India) come from?

Pvt. Out of pocket expenditure	*79%*
State Govt.	*14%*
Central Govt.	*4%*
Pvt. investment	*3%*
Pvt. insurance	*0-1%*



- Expenditure on drug constitute about 50-80% of the health care cost.

- Expenditure on health is responsible for 2% shift from APL to BPL every year.
- A study by World Bank shows that as a result of single hospitalization 24% of people fall below poverty line in India.

(c) Medicines are overpriced.

2. PROGRAM DESCRIPTION

The solution to this problem was setting up of **Rajasthan Medical Services Corporation** and consequent launch of "**Mukhyamantri Nishulk Dava Yojana**" (MNDY).

Recognizing the need to address these crucial roadblocks on the way to providing affordable, good quality and timely healthcare to people, the Government of Rajasthan (GOR) launched the "Mukhyamantri Nishulk Dava Yojana"(MNDY) for providing commonly used essential generic medicines free of cost to all patients visiting government health facilities on 2nd October, 2011.

Universal in nature - The benefits under the aegis of MNDY have been extended to the entire 7 Crore population of the state (irrespective of BPL and other categories being benefitted under Mukhyamantri Jeevan Raksha Kosh). The aim is to provide free medicines to all so that no patient is deprived of treatment on account of lack of medicines. No BPL Card, ration card, not even any Id proof is required for availing benefit of free medicine scheme. The only qualifying criterion is that one has to be a human being; he may not be a citizen of the state, so that there is no barrier to access of essential medicines.

In all Govt. Hospitals - The scheme is being implemented at 28 Medical College attached hospitals, 56 DH/SDH/Satellite Hospital 428 CHC's, 1844 PHCs, 12701 Sub-centre & others, estimated total at 15000 hospitals. Distribution of drugs to patients is ensured through approximately 16053 free Drug Distribution Centers (DDC) established across all healthcare institutions of the state.

COMPONENTS OF FREE MEDICINES SCHEME

(a) To Make Drugs Available in Govt. Hospitals

- Establishment of an autonomous centralized procurement agency
- Identification of drugs for free essential drug list (EDL)
- Procurement of all essential and life saving drugs through a two-bid transparent e-tendering process
- Drug Warehouse at every district
- Empanelled laboratories for quality testing
- System for transportation of drugs
- System for storage and drug distribution of drugs in all hospitals
- e-Aushadhi Software for Inventory management
- Transparent and prompt payment system
- Sufficient funds.

(b) To Change Prescription Behaviour of Doctors

- Sensitization and orientation about rational use of drugs (RUD)
- Write prescription on self carbonated prescription slips
- Diagnosis must be written

- Write Generic / Salt names
- Use out of Essential Drug List
- Follow Standard Treatment Guidelines
- Constitution of Drug and Therapeutics Committee
- Prescription Audit.
- Report on Adverse Drug Reactions (ADRs)
- Patient counselling

ADVANTAGE OF ECONOMIES OF SCALE

Being a central procurement agency RMSC has the benefit of the "Economies of Scale" wherein procurement of medicines at lowest rates can be ensured due to the bulk central purchase orders. This results in additional, easy and early purchases of medicines, equipments and instruments. Due to bulk purchase, easy and short tender procedures, the State government has saved on time and money.

Disease/ use	Name of Drug	Pack Size	Equivalent Popular Brand	MRP (Before DPCU)	RMSC Tender Price
Pain killer	Diclofenac Sodium Tablets IP 50 mg	10 Tab strip	Voveran (Novartis)	Rs. 31.73	Rs 1.24
Cholesterol lowering	Atorvastatin Tablets IP 10mg	10 Tab Blister	Atrova (Zydus)	Rs. 103.74	Rs 2.98
Heart disease	Clopidogrel Tablets IP 75 mg	14 Tab Strip	Plavix (Sanofi)	Rs. 1615.88	Rs.8.54
Diabetes IP	Glimepiride Tablets 2 mg	10 Tab Strip	Amaryl (Aventis)	Rs. 117.40	Rs.1.95

3. IMPACT OF THE PROGRAM

Mukhyamantri Nishulk Dava Yojana was launched on Maatma Gandhi's Jayanti 2nd October, 2011 with the basic aim to increase access to commonly used essential medicines for all people of the state. The entire population of 7 crore is eligible to benefits under the

scheme. This ambitious scheme has been lauded not only at the national level but acclaimed recognition at international platforms as well. As a result the Corporation has witnessed visitors from number of states, NGOs as also from the WHO and the World Bank. The impact can be briefly put together as –

(a) **Increase in access and equity of the underserved and Reached out to the unreached**

After implementation of scheme, number of outdoor and indoor patients has increased significantly at government hospitals. Since the launch of the scheme the data is as follows-

- Total number of beneficiaries - 10.68 Cr. patients
- More than two lacs patients are being benefitted every day.
- Before MNDY: 44 Lac patients per month
- After MNDY: 62 Lac patients per month

Study by TISS students reflects that the number of patients has increased after the inception of scheme. "On an average about 80-100% increase in the OPD count" is observed. Doctors are of the view that as the access to medicines has been increased under the aegis of the scheme the patients are visiting all levels of healthcare for availing treatment and this has lead to considerable increase in the OPD i.e MNDY has improved utilization of government health facilities. Similar findings were reported by "Rapid Assessment of MNDY" undertaken by IHMR, Jaipur.

(b) **Decrease in out of pocket expenditure**

There is huge amount of reduction in out of pocket

expenditure in the treatment of common man as all costly medicines are being provided free of cost.

- Everyday we are giving drugs to more than 2 Lac patients
- The average cost per patient is around Rs.15
- Otherwise the cost of drugs purchased from the market use to cost around Rs.300 to 500
- The implementation of the scheme has also resulted in COST CURTAILMENT as reflected by the tables below (a study was undertaken by OI/C-DDW, Bikaner) –

Comparison of costs of treatment using generic v/s branded drugs (in Rs)

Disease	Generic Drugs	Branded drugs
OPD treatment of 30 days		
Depression / Mixed anxiety disorder	45.59	799.00
Schizophrenia	100.77	1093.80
Mania	227.49	1962.30
Hypertension	29.28	435.60
Diabetes mellitus	17.19	481.20
OPD treatment of 3 days		
Diarrhoea and vomiting	17.73	190.81
ARI	12.39	118.19

Comparison of costs of treatment using generic v/s branded drugs (in Rs)

Disease	Generic Drugs	Branded drugs
Indoor medical/non surgical cases		
Myocardial Infarction	2195.73	9381.78
Enteric fever	426.50	2953.40
Pneumonia	381.09	2102.77
Stroke/ CVA	635.32	3636.29
Diabetic ketoacidosis	502.83	3192.41

(c) **Savings**

After one year of RMSC it was reflected that centralized procurement has resulted in enormous savings to the state government as follows -

- Amount spent on costly medicines by RMSC- approx. 507 Cr.
- Market price of these medicines - approx.3000 Cr
- Savings of approx. Rs. 2493 Cr. to the State Government which can be spent on developmental works or creation of other community facilities.

(d) **Other impacts**

- Reduction in retail sale of costly medicines- particularly anticancerous, immunoglobu-lins, albumin, factors, sutures, rabies vaccines etc.
- Reduction in opening of new retail drug shop/ increase in closing of retail drug shops.

hindustan times

CM's scheme hits drug sales, 100 stores wind up

FEELING THE HEAT



- Reduction of patient load to private hospitals and that too low socioeconomic group the POORER are benefited more.
- Decreased private drug sales
  - 70% in rural areas
  - 30-50% in districts
  - 15-20% cities
- Prescribing by generic names – a revolution. 0 to 100 % shift towards generic prescription

The MNDY scheme has succeeded in ensuring that essential generic medicines are available free of cost to patients in all public health facilities. Procurement and distribution of medicines are efficiently managed and EML drugs are prescribed by generic name by all prescribers. There remains the challenge of irrational use

of essential medicines for which a coordinated approach involving many different stakeholders is needed.

4. SCALABILITY AND CHALLENGES FACED

The scheme has been launched with a noble cause and hence received acclaim and recognition nationally and worldwide. The sole objective was to address access and affordability to essential medicines and same has been achieved through the scheme's mandate. The scheme can definitely be scaled up to other states and regions of the country. The GoI has also taken note of the scheme's success and plans to implement it across the country. Funds for the scheme have already been provisioned under the NRHM so that a holistic healthcare package is available to the entire population.

Challenges faced and addressed:

- Change in attitude of prescribers
- Logistics management at DDWs – space, equipment, furniture, WIC etc.
- Placing skilled manpower in place – Pharmacists at DDWs, Sub-stores and DDCs for dispensing and inventory management
- Efficient Quality Control mechanism at state HQ
- Dedicated and user friendly IT software for inventory management
- Computerization upto PHCs (at all DDW, Sub-stores & DDCs) for managing inventory related records
- Timely payments to suppliers is essential
- Efficient Supply chain management and effective monitoring of excess and shortage medicines in the field

- Proper annual demand generation
- Cold chain maintenance *(in summer temp rises to 51 c)*
- Population- 6.8 million population - longer waiting times
- Supply should be un-interrupted
  - No scarcity of Pharmaceutical manufacturers
  - Need for Supplementary methods of procurement
  - Alternate supplier for each drug

5. CONCLUSION

The scheme is a remarkable venture of the state government for increasing access of the state's entire population to essential generic medicines and has succeeded considerably in reducing the out of pocket expenditure on medicines . Officials from WHO and 14 states have also visited the state to study the Rajasthan model and replicate it in their states. The innovation has indeed been rated as one of the exceptional steps towards increasing access to medicines and will go a long way in the medical history of the state as a harbinger towards equity in healthcare.



Dr. Samit Sharma receiving PM Award

Free Diagnostic Services in Rajasthan

MUKHYAMANTRI NISHULK JANCH YOJANA

Dr. Samit Sharma, IAS

1. PROBLEM STATEMENT

Good quality healthcare is a basic fundamental right of people and should be made available to all. India is a poor country and the onset of any illness in the family is not less than a night mare for a poor family. Out of pocket expenditure on health leads to poverty, misery and loss of invaluable human lives. This is preventable.

There are four Essential Components of Health Services

Component of health service	Provision
Hospital infrastructure	provided free
Consultation by a doctor & nursing care	provided free
Drugs, Surgical and sutures items	provided free
Diagnostic Services	were paid

These Services are available at the token money for registration at OPD for Rs.2/- or Rs.5/- and in IPD for Rs. 10/-. Patients had to pay only for tests whereas other components were provided free of cost in government hospitals. If diagnostic services were made available at all hospitals without fees then it will be a step further towards the "Right to Medical Treatment" for the people of Rajasthan. Diagnostic facilities is one of the most important components of the treatment and play a critical role in all disease control and prevention program

by providing timely and accurate information for use in patient management. Some diagnostic services are already being provided in govt. hospitals. Patients can undergo these tests by making payment as decided by the RMRS of the institution. For specific categories of patients like BPL these are already free. These constitute a significant number of total tests performed.

Scenario prior to launch of MNJY

- Services available at the token money for registration at OPD for Rs.2/- or Rs.5/- and in IPD for Rs. 10/-
- Patients pay only for tests whereas other components are provided free of cost

2. PROGRAM DESCRIPTION

Vision - To provide quality essential diagnostic services in all the government health care institutions and contribute to fundamental right to health.

Mission - To strengthen the existing laboratories and other diagnostic facilities (and to create additional facilities if required) in all the public health institutions so as to provide the essential diagnostic services free of cost to all patients visiting government hospitals. To meet gaps and to provide quality diagnostic services adequately equipped diagnostic facilities are proposed as package at various levels of health care.

Ser.	Level of care	Medical Institutions	No. of free tests
1	Tertiary	MCH (28)	70
2	Secondary	DH/SDH/SH (57) CHC (431)	56 37
3	Primary	PHC(1610) Dispensaries (198)	15

Outcome Objectives

- To strengthen and modernize the existing laboratory facilities at PHCs, CHCs, Sub District Hospitals, Satellite Hospitals and District Hospitals by establishing the modern diagnostic laboratories. New equipments & manpower would be added to the same lab. Additional labs may be required at few district hospitals with very high patient load.
- To provide X-Ray and ECG services essentially at the CHCs, SDH/SH/DH.
- To strengthen, upgrade & modernized the Medical College Hospital laboratories so that they work efficiently as referral laboratories for patients referred from primary and secondary level medical institutions. Additional labs may be required to meet out the extra work load. It could also be met out by outsourcing of services.
- To keep these labs optimally functional so that the required number of quality diagnostic test services are available at all times in all govt. hospitals.

Basic components for strengthening and modernization of laboratories.

(a) Infrastructure

The renovation of existing infrastructure, need based new space addition, manpower management, equipment repair and additional demand procurement and supply of chemicals, reagents and consumables are the building stones of the scheme. Civil works were carried out for laboratories as follows:

Civil Works for Laboratories to be established at health institutions.

- Repairs & renovation of adjusting laboratories.
- Need based additional civil work/space at DH/MCH.
- Construction of shelves & cabinets to store reagents
- Platform, basin, sink and other sanitary fittings
- Counters for sample collection and report dispatch
- Equipment installation civil work.
- Chair, Table, Racks, Almirah etc.
- Refrigerator, UPS etc.

(b) **Manpower**

Presence of right person at the right place with the right skills is one of the major managerial principals. In the health sector the availability of skilled and trained manpower and their optimal utilization along with the available resources is the key to success of any scheme. The scheme entails

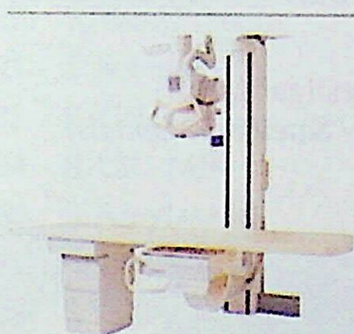
- Utilization of existing staff after sensitization & training (MOs and LTs)
- New recruitment (need based) and training.
- Contractual recruitment through RMRS.
- Computer operators.
- Training of other cadres – ANMs, MOs, LTs

(c) **Equipments & Infrastructure**

The use of latest technology and quality of diagnostic services depends upon the technical specifications of equipments, instruments and appliances being procured for diagnostic centers. A team of technical committee comprising of experts from Pathology,

Bio-Chemistry and Micro Biology examined and prepared the specifications of all the equipments and machines. Equipment Maintenance and Repair Workshops will be set-up at state & zonal level and would ensure the following-

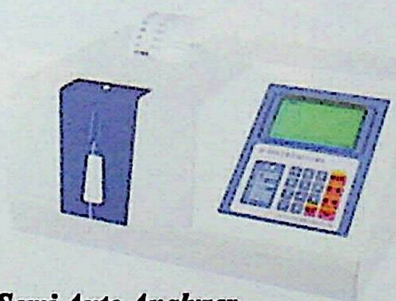
- Gap analysis and procurement of new equipments.
- Equipment maintenance and repair.
- Utilization of existing equipments after one time repair.



X-ray Machine



ECG Machine



Semi Auto Analyzer



Three part hematology Analyzer (CBC)

Back up of Equipments

A provision of backup equipments at all labs has been ensured by concerned MOIC at MCH/DH/SDH/SH. Additional equipments to redress the problems of failure and maintenance shutdown have been readily made available at all laboratories.

(d) Supply of Reagents and Consumables

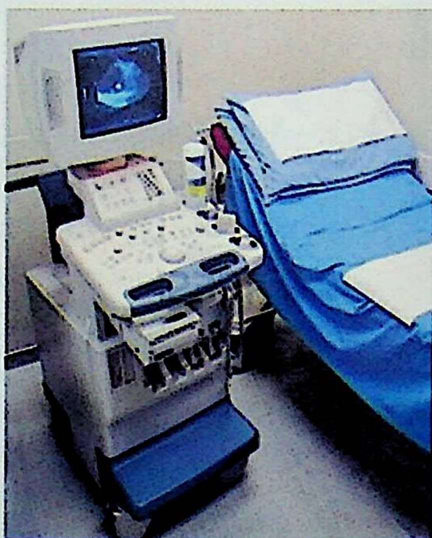
Reagent and consumables have been procured by the institutions at their level for initial period of three month after which these will be made available by RMSC.

List of Free Investigations

(for District / Sub District / Satellite Hospitals)

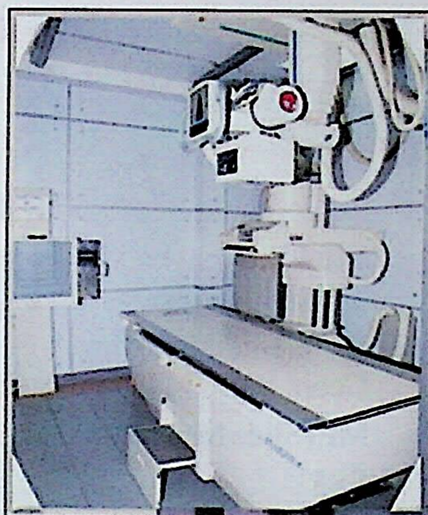
Clinical Pathology

1 Hemoglobin Estimation (Hb)
2 Total Leukocyte Count (TLC)
3 Differential Leukocyte Count (DLC)
4 MP (Slide Method)
5 ESR
6 Bleeding Time (BT)
7 Clotting Time (CT)
8 PBF
9 CBC



10 Blood Group (ABO-RH typing)
11 Total Eosinophilic Count (TEC)

Bio Chemistry



12 Blood sugar
13 Blood Urea
14 S. Creatinine
15 S. Bilirubin (T)
16 S. Bilirubin (D)
17 SGOT
18 SGPT
19 S. Alkaline Phosphates
20 S. Total Protein
21 S. Albumin
22 S. Calcium
23 S. CK - NAC
24 S. CK - MB
25 S. LDH
26 S. Amylase
27 S. Uric Acid

Microbiology

28 S. CRP
29 VDRL Rapid Test
30 HIV Rapid Test
31 Sputum for AFB
32 Widal Slide Test
33 Dengue (Rapid) Test
34 Malaria by Card Test
35 Rheumatoid Factor (RF)
36 ASLO
37 HBsAg (Rapid) Test

Urine Analysis

38 Urine Complete
39 Urine Pregnancy test (UPT)
40 Urine Microscopy

Stool Analysis

41 Stool for OVA & cyst

Cardiology

42 ECG

Radiology

43 X-Ray
44 USG

List of Free Investigations for CHC Level

Ser. **Name of Test**

Clinical Pathology

1 Hemoglobin Estimation (Hb)

2 Total Leukocyte Count (TLC)



3 Differential Leukocyte Count (DLC)

4 MP (Slide Method)

5 ESR

6 Bleeding Time (BT)

7 Clotting Time (CT)

8 CBC

9 Blood Group (ABO-RH typing)

Bio Chemistry

10 Blood sugar

11 Blood Urea

12 S. Creatinine

13 S. Bilirubin (T)

14 S. Bilirubin (D)

15 SGOT

16 SGPT

17 S. Alk. Phos

18 S. Total Protein

19 S. Albumin

Micro Biology

20 VDRL Rapid Test

21 HIV Rapid Test

22 Sputum for AFB

23 Widal Slide Test

Urine Analysis

24 Urine Sugar/ Albumin

25 Urine Pregnancy test (UPT)

Stool Analysis

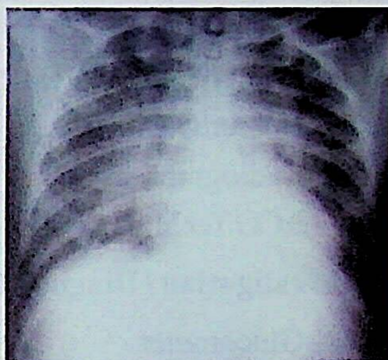
26 Stool for OVA and cyst

Radiology

27 X-Ray

Cardiology

28 ECG



DESIGNING & SETTING UP OF LABORATORIESD

1. **Infrastructure/Space requirements**

- Location- Existing lab space will be used for free investigation purpose
- Section/Compartments of Laboratory and size
- The present laboratory space has been divided through partition by aluminium into sample collection corners and testing equipments, storage of reagents/ chemicals and records.
- Reception Counter with window outlets-one for patients coming for investigations and another for report collection (Aluminium or glass cabin)
- Waiting space
- Toilets for urine collection.

2. **Man Power at District/Satellite Hospital**

Laboratory Staff

- Medical Officer (Pathology/Microbiology) -1
- Medical Officer (Radiology) -1
- Lab Technician -6

- Lab Attendant -3
- Computer Operator -2
- Helper/Cleaner -2
- Radiographer -3
- ECG Technician -4



3. **Investigation / Diagnostic Equipments**

- Glucometer
- Sahli's Hemo-globinometer
- TLC pipettes Neubauer's Chamber
- Binocular microscope
- Disposable ESR cup 2ml with stands
- Refrigerator
- Five part hematologic analyzer
- Incubator
- Centrifuge machine 8 tubes
- Needle & syringe destroyed
- Fully automatic chemistry analyzer
- Serological water bath
- X-ray Machine
- ECG Machine
- USG Machine



4. Reagents/Material Required for Investigation
5. Glucostrip
6. Pregnancy Test Card

7. Urine Strips for Albumen and Sugar
8. VDRL rapid kit
9. HBsAg rapid kit
10. Widal Test Kit
11. Dengue rapid kit
12. Malariya antigen kit
13. RA Factor Kit
14. ASLO titer kit
15. HIV rapid Kit
16. Prothrombin Test Kit
17. Leishman's Stain, Buffer for leishman's Stain
18. Anti-A, Anti-B and Anti-D for Blood Group
19. Trisodium citrate 3.8%
20. Z.N. Kit for AFB
21. Lancet, Disposable gloves , spirit, Cotton roll, Gauze roll, Instrument tray with cover , Disposable Syringes, Tourniquet, Blood Collection tubes (Vaccutainer)
22. Glass Slides, Urine/Sputum container plastic, cover slips, Filter Paper, wBC pipettes, Neubauer's Chamber, Capillary Glass tubes
23. Phenyl, 2.5% sodium hypochlorite, Biomedical waste bags and bins
24. ECG roll X-ray films. Jelly for sonography, tissue paper
25. Reagents for 3 part hematology analyzer
26. Reagents for semi automatic chemistry analyzer (blood sugar, urea, creatinine, LFT, cholesterol, LDL, Uric Acid, GGT, calcium, amylase, lipase, LDH, CK-NAC, CK-MP)

Other important issues have also been addressed

1. **Quality control** - quality policy has been developed and its compliance will be ensured by. establishment of Quality Assurance Program Implementation Unit at state level at RMSC, at zonal level at medical colleges and at district hospitals in the districts'

2. **Bio-safety** - Standard Operating Procedures (SOPs) for healthcare workers will be developed and issued and personal protective gear for bio-safety will be provided to ail laboratory staff.

3. **BMW Rules implementation** - all healthcare institutions are legally bound to implement BioMedical Waste (Management & Handling) Rules (1998 amendment 2000 &.2043) and it will be the responsibility of medical office in-charge to ensure disposal of laboratory generated bio-waste as per rules and obtain Common Treatment Facility(CTF) connectivity.

4. **Provision for back -up equipments** - all medical officer in-charges to ensure stand by invertors and generators for emergency times as also additional standby equipments.

5. **Patient friendly services** - ensure proper waiting space, shed, counter for registration, sample and report collection such that the patients do not have to wait for more than 10 minutes at these counters. Medical college hospitals to ensure availability-v of online report of diagnostic tests.

6. **Display Boards** - of list of available tests outside the laboratories (on blue background with white letters) and

also board indicating time of sample and report collection.

7. **Ensure 24x7 lab services** -for intensive Care Units (ICU), in patients department (IPD) emergency/casualty and other serious patients at MCH, DH, SDH and SH.

3. IMPACT OF THE PROGRAM

All patients coming to government healthcare institutions are availing the free diagnostic services at medical college and district hospitals/satellite hospitals and sub-divisional hospitals irrespective of their status of income. A 25% increase in the OPD has been observed. Till date approximately 90 lakh patients have been benefitted at these institutions.



The scheme has been launched at CHCs from 1st July, 2013 and will cater to a large population of the state, were the number of investigations being provided free are 28 in numbers; similarly the scheme will take off at PHCs on 15th August, 2013 with 15 tests. Thus all levels of healthcare have been covered in implementing this scheme and the state has become the 1st in the country to

provide diagnostic services free to its entire population. However, as the period of implementation is too short the impact can be observed only after a considerable gap of time

4. SCALABILITY AND CHALLENGES FACED

The scheme can be scaled up in other states of the country as well, taking learning's from the state of Rajasthan so that the approach /road map is more defined and bottle necks can e addressed prior to launch of the scheme in any of the states and regions.

5. CONCLUSION

The scheme has definitely been able to further reduce the gap of affordability and accessibility to health services in the state; however it will bring results only after a period of implementation of 6 months-one year.

6. PERSON TO BE CONTACTED (FOR OTHER STATES TO LEARN MORE ABOUT THE PROGRAM)

1. Dr. Samit Sharma, *I.A.S.*,
   Mobile No. : 9828596446

2. Dr. Kalpana Vyas, *A.G.M (Logistics)*,
   RMSC, *Mobile No. : 9414462476*



RMSC motto

All Essential Medicines
at All Public Health Institutions at All Times

So that No Human Being Dies for Want of Medicine

'आंगनबाड़ी चलो अभियान'

डॉ. समित शर्मा, IAS

प्रदेश के 61,000 आंगनवाड़ी केंद्रों को जन समुदाय से जोड़ने के लिए आईसीडीएस विभाग द्वारा दिनांक 16 जून से 'आंगनबाड़ी चलो अभियान' प्रारम्भ किया। इसका शुभारंभ अजमेर जिले में वीडियो कॉन्फ्रेंस के माध्यम से खिलौना बैंक में खिलौने भेंट कर माननीया मुख्यमंत्री जी द्वारा किया गया।

इसके अंतर्गत राजस्थान के सभी केंद्रों पर जनसहभागिता से प्रवेशोत्सव, शिक्षण सामग्री बैंक व खिलौना बैंक स्थापना कर वहाँ आने वाले 13 लाख बच्चों को अच्छी शाला पूर्व शिक्षा उपलब्ध कराने का प्रयास किया जा रहा है।

आमजन, जनप्रतिनिधि, एन.जी.ओ., सी.एस.आर., लॉयंस व रोटरी क्लब, आदि के सहयोग से पिछले डेढ़ माह में निम्न सहायक शिक्षण–सामग्री जुटाई जा चुकी है :

Uniforms / Dresses	6,59,982
School Bags	6,59,022
All in one ABC 123 text books	8,20,755
Copy, Rubber, Pencil, Colors, Sharpener etc.	27,89,141
Toys	15,36,845
Other items clocks, plastic chairs, school bells, water containers, etc.	5,09,318
New admissions in A WCs	3,00,000
Tree Plantation	2,85,316

यूनिसेफ द्वारा भी 58 लाख रूपये प्राप्त हुए हैं जिससे राजस्थान के सभी ब्लॉक्स में से एक सेक्टर को आदर्श शाला पूर्व शिक्षा सेक्टर बनाया जायेगा।

सरकार द्वारा भी 17 करोड़ रूपये खर्च कर आंगनबाड़ी केंद्र पर आने वाले 3–6 वर्ष के प्रत्येक बच्चे को गुणवत्तापूर्ण शाला पूर्व शिक्षा दी जायेगी।

आपने अथक परिश्रम से सभी जगह शिक्षण सामग्री बैंक व खिलौना बैंक बना दिए हैं।

'खेल–खेल में शिक्षा' एक नए दौर में प्रवेश कर रही है।

हमारे केंद्र अब शाला पूर्व पाठशाला..... बन गए हैं।

इन 12 लाख नन्हें विद्यार्थियों का भविष्य हमारी मेहनत पर निर्भर करेगा। ये अनपढ़ रहेंगे या गुणवत्ता पूर्ण शिक्षा प्राप्त करेंगे ये इस बात से तय होगा कि प्रातः 08:00 बजे से 12:00 बजे तक कार्यकर्ता उनके साथ कितनी मेहनत करती है। यदि वे पूरे मनोयोग से नए टाइम टेबल अनुसार सिखाएँ तो बच्चों के पाँचों विकास के आयामों में अच्छे परिणाम आएँगे।

हमारी यज्ञाहुति से ये नन्हे–मुन्ने देश के स्वस्थ, सभ्य एवं शिक्षित नागरिक बनेंगे।

छोटे बच्चों को तोहफे में दें मुस्कान और शिक्षा

राजस्थान राज्य के 61,000 से ज्यादा आंगनबाड़ी केंद्रों पर तीन वर्ष से छः वर्ष तक के 10 लाख नौनिहालों के लिए **खिलौना व शिक्षा बैंक** बनाने के लिए 16 जून से चल रहे **'आंगनबाड़ी चलो अभियान'** के अंतर्गत सामाजिक सरोकार रखने वाले आमजन खिलौने व कॉपी–पेन्सिल उपलब्ध करवाकर नन्हें–मुन्नों को

मुस्कान भरी खुशियाँ गिफ्ट करने के साथ शिक्षित होने के अवसर प्रदान कर सकते हैं।

क्या है 'खिलौना व शिक्षा बैंक'? आंगनबाड़ी केंद्रों पर बच्चों के मनोरंजन एवं बाल सुलभ गतिविधियों को बढ़ावा देने के लिए आमजन, सरकार और दानदाताओं की ओर से खिलौने आदि उपलब्ध करवायें जा रहे हैं, इस से इन बच्चों को खेल–खेल में सीखने का अवसर मिलेगा और उनका शारीरिक एवं मानसिक विकास संभव होगा।

क्या–क्या कर सकते हैं गिफ्ट

खिलौना बैंक के लिए बिल्डिंग ब्लॉक्स, खिलौना कार, Animal toys, फ्रूट्स खिलौने, रंगीन गेंदें अलग–अलग आकार के ब्लॉक्स, Indoor games, Outdoor games और शैक्षिणिक खिलौने आदि **'शिक्षा बैंक'** के लिए, ABCD ब्लॉक्स, 123 blocks, क ख ग चार्ट, पेन, पेंसिल, रबड़, शार्पनर, मोम कलर, किताबें–कॉपियाँ, स्कूल बैग, बच्चों की कुर्सियाँ, बेंच, ब्लैक बोर्ड, स्लेट–पेंसिल, दरी पट्टी, यूनिफार्म, अलमारी, दिवार घड़ी एवं अन्य बाल उपयोगी आइटम्स।

आप भी कर सकते हैं खुशी और शिक्षा गिफ्ट

सामाजिक सरोकार रखने वाले आमजन नजदीकी आंगनबाड़ी केंद्र पर सवेरे 8 बजे से दोपहर 12 बजे तक आंगनबाड़ी कार्यकर्ता, सहायिका अथवा आशा सहयोगिनी से मिलकर वस्तुएँ गिफ्ट कर सकते हैं। साथ ही और किसी तरह से इन बच्चों के विकास में अन्य सहायता उपलब्ध करवा सकते हैं इसकी जानकारी भी प्राप्त की जा सकती है। आप जो भी सामान भेंट करेंगे उसका स्टॉक रजिस्टर इन्द्राज किया जाएगा साथ ही एक धन्यवाद पत्र भी दिया जाएगा।

आइए, सँवारे अपनी आंगनबाड़ियों को ताकि मासूम बच्चों के चेहरों पर मुस्कान आ सके और आपको सच्ची संतुष्टि मिले।





Prime Minister's Awards For Excellence In Public Administration

Saumya Gupta, IAS



Saumya Gupta
IAS (2004 Batch)
PM Awardee

सौम्या गुप्ता जी CA की पढ़ाई पूरी करने के बाद सिविल सेवा की परीक्षा पास कर I.A.S. बनीं और मणिपुर, त्रिपुरा कैडर मिला। सामाजिक संवेदना एवं कठिन समस्याओं का उनके अनुरुप हल ढूँढ़ने की योग्यता के कारण त्रिपुरा जैसे राज्य में वनवासी एवं आर्थिक दृष्टि से कमजोर वर्ग के लिए उदाहरणीय कार्य करने के कारण आपको सर्वोच्च प्रधानमंत्री पुरस्कार से सुशोभित किया गया। सौम्या जी वर्तमान में दिल्ली में शिक्षा विभाग निर्देशक के रूप में कार्यरत हैं।

Details about the Initiative

Innovative Mass Health Awareness Program Implemented In North Tripura District

List of Acronyms Used

Acronym	Full Form
VHND	Village Health and Nutrition Day
AWW	Anganwadi Worker
AWS	Anganwadi Supervisor
AWH	Anganwadi Helper
SWSE Deptt	Social Welfare & Social Education Department
MPW	Multi Purpose Worker (of health department)

ANM	Auxiliary Nurse Midwife
NRHM	National Rural Health Mission
SNP	Supplementary Nutrition Program
DM	District Magistrate
BDO	Block Development Officer (under RD dept)
SDM	Sub Divisional Magistrate
RPS	Rural Panchayat Secretary (under Panchayat department, reporting to BDO)
MOIC	Medical Officer in Charge
CDPO	Child Development Project Officer
PRI	Public Representative Institutions
ASHA	Accredited Social Health Activist
ICA (ICAT) deptt	Information Cultural Affairs Department
RD deptt	Rural Development department

(a) Title of the Initiative

Village Health and Nutrition Day in Complete Convergence Mode

(b) Ministry / Department where it was implemented

North Tripura District Administration under the initiative and leadership of District Magistrate and Collector, North Tripura

North Tripura District is a small district in Tripura. Its six RD blocks out of eight, border Bangladesh. Its total area of 2108.05 Sq.Km holds a population of only 6,93,281 (as per census 2011). There is no industry in the district except a few tea plantations. Formal agriculture exists only in the plain areas, and the tribal population practice traditional, shifting cultivation in the hill areas (jhum).

There is an acute shortage of doctors and other health infrastructure in the district, made even more acute by a near absence of any private health facilities. Most of the Primary Health Centres are run by a single Medical Officer who, thus, finds it difficult to go into the remote villages, many of the tribal hamlets are still not connected with motor-able road and remain inaccessible during the long monsoon (four to five) months.

Out of the three Sub-Divisions in the district, Kanchanpur Sub-Division is the most remote. Most of the Sub-Division is hilly and forested, and mostly tribal, and the Sub-Divisional headquarter itself, is about 30 Km away from the National Highway.

(c) Background of the Initiative and

(d) Motivator(s) for the Project Initiative

In June, 2010, in Kanchanpur sub- division, 24 people died, after being afflicted by fever, which included 18 children, below the age group of 5 years, in a single tribal village, named Kangrai. This proved to be a trigger for the project. The worst aspect was that even though the deaths happened over a period of one month, even the BDO/SDM got news of it only on 19 June 2010. The social welfare deptt., and health deptt. did not receive information regarding the same through their own network.

Remedial steps were taken up on a war footing regarding this incident. DM & Collector was stationed in Kanchanpur for a week for this purpose. No further deaths occurred after 19 June 2010.

There were 7 Anganwadi Centres manned by 7 *anganwadi* workers and 7 *anganwadi* helpers in the village, one primary school and two upper primary schools, with a total of 7-8 teachers, an elected PRI body known as village committee, a health sub centre and a Multi Purpose Health worker, yet there was a total collapse in the service delivery mechanisms, due to which even the information regarding such a large number of deaths did not reach the sub-divisional level. Some common conclusions can be drawn from the event :

Most of the deaths, which occurred could have been prevented with simple awareness on the issues of drinking water, nutrition, vaccination, diarrohea, superstitions like local witch doctors etc.

- At the village level, the physical infrastructure for social sector services like health and anganwadi, ie buildings and deployment of staff is already present. However, due to lack of accountability and monitoring mechanisms, the actual service delivery is dependant on the personal integrity and motivation of the ground level staff. Also the general public and PRI members are not aware of their rights under various schemes of the government leading to lack of demand and public pressure for these services.

- The number of doctors are very limited and there are connectivity bottlenecks due to which a family is loathe to approach a PHC/Sub Centre. Thus the solution lies in providing simple services within the village

National Rural Health Mission already has all the components necessary for an effective public health program. However, many of them are ineffectively implemented due to which so many young lives were lost.

(e) Purpose and Priorities of the Initiative

Summary of the project

There was already a provision of holding a Village Health and Nutrition Day (VHND) under NRHM, in the anganwadi Centre (AWC), by the anganwadi worker (AWW) once a month. If this VHN Day is held at the level of AWC it will tantamount to nearly 7-8 such days being observed in each gram panchayat (GP), as 182 GPs of the district have about 1915 functional AWCs, the fund is inadequate, and there is no accountability or system of checks and balances.

Instead this Convergence project envisages only 2 VHN Days in a month in one GP/ADC village ie clubbing 3-4 habitations and holding them in a central location. **And then, all the IEC and awareness generation activities of all departments have been clubbed into this one day**. This has been done by real and actual grassroots level convergence of funds and personnel and comprehensive planning of the exercise. In case of some exceptionally remote villages where the habitations are very far apart, this was even extended to 3 VHN Days per GP/ADC village. When left to an individual Anganwadi worker, it is difficult for her to coordinate and organize the program. Also her educational status and motivation level may not be commensurate to the level required for improving

public awareness and changing cultural stereotypes on health related issues.

This new converged mode has the advantage of clubbing of monetary resources, ensuring more of public mobilization and a concentration of ground level functionaries on one fixed day in the village, so that public interface is improved and better organization and monitoring of the mass outreach public health programmes in the form of VH & N Day is possible.

A fixed day in the month was finalized for each village and painted on the panchayat walls, by RPS using PDF fund.

Convergence of Existing Funds Available Under Centrally Sponsored Schemes

For the specific purpose of holding VHND there is Rs 300 per AWC per month under NRHM in health deptt. Also ICDS provides Rs. 125 per month per AWC and this fund is available with Social Welfare and Social Education Deptt. But there is usually no coordination at the ground level between social welfare deptt ie AWC and the sub centre under health deptt. Thus, on clubbing of AWCs alone and coordinating the schedule of health and SWSE deptt, immediately, a sizeable fund of Rs 300 + Rs 150 per AWC, for say, 5 AWCs totals upto Rs 2,250 available from this specific VHND fund itself. (For a small district like North Tripura, with 1,915 AWC's, there was Rs. 97.66 lakhs already available for this purpose in the financial year 2010-11). Lumpsum fund for IEC activities, and awareness generation is available under various

programs like Blindness Control Program, AIDS Society, Malaria Control Program, Control Programme. Department of Drinking water and Sanitation has an awareness generation component, and ICDS has funds for this purpose. Thus, approximately, for health related issues at least Rs. 1.5 crore was available under Centrally Sponsored Scheme for awareness generation but this being the softest component and the fund being dispersed, has not yielded the desired outputs.

The panchayat deptt has funds under Panchayat Development Fund, and under 12th/13th Finance Commission and this was deployed for this purpose. Decisions for maintenance and creation of spot water sources, spraying of DDT, maintenance of the mosquito nets by dipping in deltametrine etc are held in the VHND program. A fund of Rs 10,000 per village for Village Health and Sanitation Committee, already available with the village panchayat was also deployed for this. Lumpsum fund under Adult Literacy Campaign and District Disability Rehabilitation Centre was also converged. Permissions/ instructions from various departments was formally taken for their functionaries to join in the program and for fund convergence etc.

Convergence with Health Camp Schedule

Health Camps are regularly organized by various societies operating under Health Deptt like TB control/ AIDS etc. On this day a doctor with various paramedical staff visits the village. One school per PHC is also taken up per month for School Health Camp. Doctors visiting the village often are forced to

spend the first 1-2 hours of the health camp, waiting, for public mobilization. Instead, the health camps which are held as a matter of routine, were organized in a planned manner by all agencies under the leadership of the Chief MO issuing a consolidated 3 monthly advance schedule, and health camps were coincided into the schedule of the VHN day. Thus a health camp is not held every VHN Day, but wherever health camp is to be held and doctors are visiting a village, it is scheduled on the date of the V H & N day of that village.

Convergence with School Health Program

The School health program was merged into this. The students upto tenth class attend the VHND with the headmaster and teacher incharge of mid day meal. The school teacher/headmaster is usually the most educated man in the village and he has been given the responsibility of giving an awareness talk using the 14 flip charts provided under this project. The midday meal of the school is merged with the community meal cooked during VHND and the Supplementary Nutrition Programme of Anganwadi Centre.

Convergence of Staff

Ground level functionaries are converged on this one day so that their combined presence in the village on one day will ensure that an effective awareness generation exercise is carried out, and on one day itself various sections of the population are mobilized. The following functionaries remain present on the occasion of V H & N Day

Ser.	Deptt	Functionary
1	Social Welfare & Social Education	AWW (Anganwadi Worker)
2	SW & SE	AW Supervisor
3	Health	Multi Purpose Worker
4	Health	Multi Purpose Supervisor
5	Health	ASHA
6	DWS	Pump Operator
7	RD	Gram Rozgar Sevak under MGNREGA
8	Panchayat	Rural Panchayat Secretary
9	Public Representatives	Gram Pradhan
10	Externally Aided Projects like JapanICA/ IndoGermanDC	Field Facilitator, Livelihood Facilitator
11	NehruYuva Kendra	Youth Volunteers of Nehru Yuva Kendra
12	Rural Development (SGSY for SHG)	Dalabandhu (field facilitator)
13	School Education	Teacher in charge of Mid Day Meal
14	School Education	Headmaster of the schools
15	School Education	Mid Day Meal Cook and Helper
16	Volunteers	Awareness Volunteers of District Administration
17	Information & Cultural Affairs deptt (ICA/ICAT)	Staff of all levels

In remote border areas etc where camps of paramilitary forces/TSR are stationed, their health functionaries are invited to the camp.

Activities Carried out in VH & N Day

Ser.	Activity	Functionary Primarily Responsible	Supporting Functionary	Organising Official	Description
1	Awareness and discussion on various issues of preventive health care for the community including small QUIZ for mothers and children	MOIC of the concerned PHC (Health deptt)	CDPO of SWSE deptt	MOIC and CDPO	MOIC/ SDMO to divide the IEC activity public speaking on the basis of personal ability, between the Headmaster of the School/ ASHA/ MPW/ MPS
2	Immunisation and giving Vitamin A drops	MPW	AWWs and ASHAs	MOIC	Care should be taken to ensure that all required medicines are available in the village. Also immunization card is to be printed in adequate quantities and available for distribution and AWW/ASHA to inform mothers to carry the card given earlier.
3	Weighment of children and allied activities like "healthy baby show"	AWW	AWS	CDPO	To ensure that weighing machine is available. In case the same is not available in any of the AWCs of that village, CDPO to ensure at least one is available from nearby village. Also charts for plotting the growth pattern to be made available. As no of AWWs are untrained in the district and do not know how to plot the WHO chart, CDPO or any doctor visiting the camp on that day to explain the same to AWW. MPS to check maintainence of registers.
4	Distribution of iron and folic acid tablets	MPW	ASHA and AWW	MPS	Adequate stock of the same should be ensured
5	Impregnation of Mashari with Deltametrine liquid	ASHA	MPW	RPS	Asha's to be remunerated out of the village health fund @ 20 Rs per mashari. RPS to organize this payment. MPW to ensure that the chemical required is made available.
6	DDT Spray	DDT Sprayers	Gram Pradhan	MPW	Not to be done on every V H & N day. Only once a year.

Ser.	Activity	Functionary Primarily Responsible	Supporting Functionary	Organising Official	Description
7	Ante natal check up and monitoring of health of pregnant mothers	MPW	AWW/ ASHA		Not to be done on every V H & N day. Only twice a year.
8	Chlorination of water sources and discussion regarding their maintenance and repair	Pump Operator		RPS	Under the 13th Finance commission fund given to every GP/ADC for this purpose
9	Filling up of forms for fresh issuance and renewal of RSBY smart card	GRS	RPS	Labour Inspector	Forms for the same to be made available, procedure for filling up to be taught in district level and PHC level trainings to the RD staff. Also pamphlets regarding usage and benefits of RSBY smart card to be made available for distribution in the village
10	Supplementary Nutrition	Cook of mid day meal and AWW	Gram Pradhan	Head-master of the school and CDPO	Ensure that cooking of midday meal and AWC khichadi done together. Rations to be ensured by CDPO and school headmaster.
11	Cultural Activities	ICAT deptt			A movie has been developed by the district administration on the issue of drinking water and sanitation and healthcare. A song and play have also been developed. ICAT deptt to ensure dissemination of this on VHND. Local activities like dance, song etc may be combined to attract people.

Supplementary Nutrition Programme

The children between age 0-6 years and pregnant and lactating mothers are already covered under the SNP of ICDS. SNP is served for all the AWCs combined at the VHND site. This is also cooked in community kitchen fashion and served after V H & N day to the children. Additional fund for providing hot cooked khichadi to the

remaining women so that All women and children can be provided hot cooked meal is given under VHN Day @ Rs 1500. This is drawn by the CDPO and a part of it is given to the AWW/AWS to arrange fooding on that day.

All the children covered by mid day meal of the concerned school are brought to the V H & N Day by giving off for half day and are accompanied by Headmaster and Teacher incharge of midday meal to the location.

(f) Date of Implementation of the Initiative

The roadmap which was followed to implement the project and was circulated throughout the district is reproduced below. The project was started in the first week of July 2010.

Ser.	Activities	Action Taken
1	Preparatory meeting with health Department ICDS etc.	Completed in July 2010
2	Sensitization of top level PRI leaders	Completed on 6th August, 2010
3	Exercise for planning of fund convergence by plotting of availability of money for VHND in diff deptts	held on 10/08/2010
4	Preparation of pamphlet in Bengali for Gram Pradhans/ AWWs/ Asha etc to explain concept of VH and N Day and modalities	Completed
5	Preparation of village wise 3 month calendar of activities	Completed
6	IEC materials to be designed, meeting in DM chamber on 12th August, 2010	Completed
7	Placement of chocolate/biscuits / soap etc. to the Block H.Q. for placement to the Panchayats	CMO-Completed by 1st September 2010
8	Painting of VH & N Day calendar on village walls	Done by respective Panchayats by 20/09/10
9	7 day training of resource persons at PHC level.	Organized by BDOs at Block level by 15/09/10
10	Institutionalization of concept and changes in systems : All to give feedback from 1st VH & N Day.	From15.09.2010 onwards.

(g) Strategies Adopted For Bringing About The Transformation And Positive Impact

Massive training exercise of the PRI members and grassroot staff of primarily 4 deptt – Health, Social Welfare and Social Education, Panchayat and Rural Development and School Education

After the district level training of Medical Officers and CDPOs, which was held on 30th August 2010, a PHC level training was organized for all the field level functionaries as listed above. This training involved around 200-300 trainees at each Primary Health Centre level, involving all AWWs, ASHAs, Anganwadi Supervisors, ANM and MPWs, School Headmasters and Teachers, Panchayat Secretaries etc and all Gram Pradhans. Trainings were held in the town halls and MOIC and CDPO were the main resource persons for this training. BDO was the primary organizer for this training. Mop up trainings were kept for staff which did not attend the training in the first instance.

A Special PRI body meeting of the block level which was attended by all pradhans and chairpersons of the village committees was held for the sole purpose of disseminating information about the VHND organization and modalities.

School Education department holds a monthly district level meeting with the headmasters of primary schools and upper primary schools on two days. For three consecutive months, these meetings were attended by the District Magistrate and other district level functionaries involved with the project for a direct interaction and motivating the headmasters of schools, who also attended the PHC level trainings held earlier. A separate training was held, blockwise, for the headmasters of schools, and salaries for headmasters were released in that month on the basis of attendance in the training module of the Village Health and Nutrition Day.

Dissemination of project concept note, checklists, schedule etc.

2500 copies of a spiraled booklet were circulated, to all gram pradhans, Anganwadi workers, School Headmasters, all health staff, PRI members onto MLA and MP level, which is attached as Annexure A and contains the following:

- Instructions from the desk of District Magistrate to BDO's to organize the trainings etc.
- Concept note of Convergence Mode of VHND in English.
- Concept note of Convergence Mode of VHND in Bengali.
- Checklist for grassroot functionaries of various deptts in Bengali
- Village wise Schedule of VHND
- Budget Calculations and Feeding Norms
- Road Map for kickstarting the project.

The Checklist listed at no 4, originally disseminated in Bengali, the English version is attached as Annexure B

IEC material

A flipchart with 14 sheets of the size of 2.5 X 4 ft. covering the following issues has been developed in Bangla for the purpose of serving as a reference prop while the school headmaster/doctor/Anganwadi worker/Asha is giving an awareness generation talk. In order to bridge the communication gap between government functionaries and the public, one flip chart contains contact details of all health, SWSE and RD and drinking water functionaries.

Two sets of these 14 flip charts each, were given to each village for the purpose of holding VH & N day.

Sheet No	Issues covered
1	Personal hygiene
2	6 Services of AWC
2	Malaria etc
4	Diarrohea
5	Girl child, age of marriage, education for girl child
6	Pre natal care
7	Breast Feeding
8	Drinking water and sanitation
9	Blindness prevention and eye care
10	Vaccination
11	Nutrition
12	Yoga
13	Dental care
14	Contact details – different for 3 Sub-Divisions

One of the flip charts developed is attached below

আপনার শিশুকে কি অন্ধত্ব থেকে বাঁচাতে চান?

'চোখের যত্ন নিন'

A movie in kokborok tribal language with English subtitles, made by Father P. Joseph, National Award winner in the 56th National Film Awards, has been shot in the Kangrai village, to build awareness on the issue of safe drinking water, sanitation, health issues like malaria and diarrohea etc, and the same is disseminated using the infrastructure of ICAT deptt, as well as the laptops and projectors of ICDS deptt. The 4 teams of young district volunteers, also, shows the same, travelling from village to village.

The state government appreciated this movie and at the swearing in ceremony of the newly elected Village Committee members, 1,000 DVDs of this movie were distributed by the state government to each and every newly elected member throughout the state. DG of Police has also distributed DVDs of this movie to each and every police station in the state for public viewing during the meetings of the Police Public interactions.



Intensive Monitoring, Hand Holding Mechanism And Continuous Refinement And Modifications Based On Realtime Field Feedback

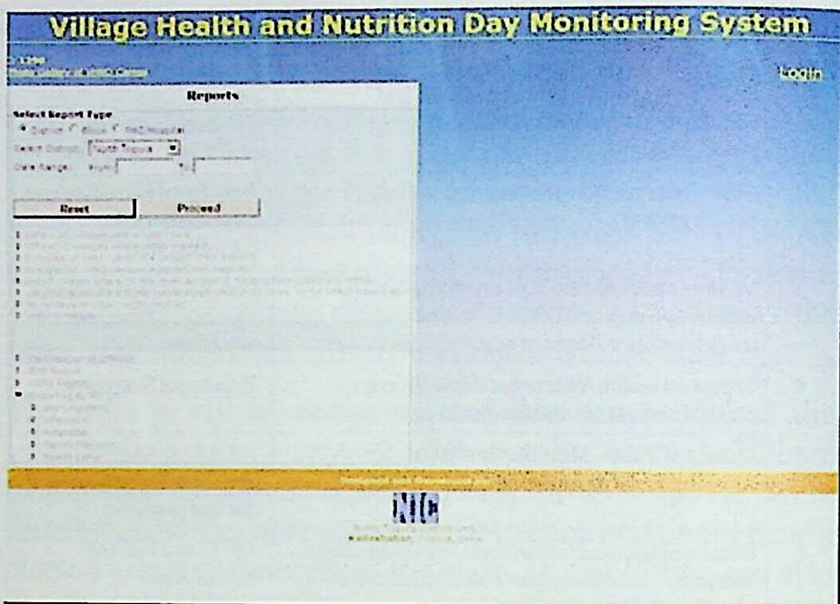
A monthwise V H & N Day Register (Attached as Annexure C) for the village level has been developed and distributed to all 182 villages in the district @ 2 per village. This register is under the custody of Panchayat Secretary and is kept in the Panchayat office. Pagewise Details of the Pre Printed Village Level Booklet maintained for VHND

Pg No	Details	To be filled by
1	Schedule of VHND, including location etc, & Resolution of Village Health and Sanitation Committee to hold the Village Health and Nutrition Day	Panchayat Secretary, countersigned by Gram Pradhan and AWW and VHSC members
2	Attendance of PRI members and staff of various deptts	Panchayat Secretary and countersigned by attending staff
3	Visitors Sheet like doctors attending VHND for health camp or CDPO or Pradhan of neighbouring villages or other officials	Panchayat Secretary and visiting PRI member or officer
4	Topics on which Awareness discussion/quiz etc held and names and designations of speakers	Panchayat Secretary
5	Details of Public Mobilisation ie number of women and children attended etc	ASHA (as ASHA is specifically incentivized for this purpose)
6	Details of Immunisation, Ante Natal Checkups, Vitamin A, blood samples collected, family planning devices distributed etc	MPW and MPS of health deptt
7	Weighment of children, Immunisation, Quiz, baby show etc	AWW & AW Supervisor
8	Accounts of VHND	Panchayat Secretary

Online Reporting of Various Facets of VHND, Linked to District Website

In the paper booklet cited above, the three primary departments fill in their relevant pages, ie MPW/ANM of health deptt, AWW of Social Welfare deptt, and the panchayat deptt functionary ie the Panchayat Secretary fills in their respective sheets. The perforated sheet formats are torn away, countersigned by Gram Pradhan and then move upwards through the departmental chain and are entered online by the BDO for the Panchayat deptt. related formats, by the CDPO for the AWW related part and the MOIC of the concerned PHC for the health related formats. All the three stakeholders ie the BDO, the MOIC and the CDPO have been given unique passwords.

Home Page : (http://10.36.128.20/vhnd or
http://tsu.trp.nic.in/vhndnorth)



The Reports are publicly available at the home page for viewing and do not need any user authentication. The report links are activated when user chooses the period for which reporting is sought and the level of report like district level, Block level or PHC level. Following are the reports available once period and level of reporting chosen:-

1. GP's/ADC villages where VHND held (User can click of the VHND date of above report to see the details of reporting of that day)
2. GP's/ADC villages where VHND not held
3. Synopsis of VHND camp in a period(CDPO Report)
4. Synopsis of VHND camp in a period(PHC Report)
5. List of Villages where PS not received fund of Rs. 900 from CDPO for VHND
6. List of Villages where ASHA not received VHSC fund of Rs. 50 for VHND mobilization

7. Percentage of underweight children
8. VHND Schedule

Detailed Reports obtained through:

- Participation of Officials
- BDO Report
- CDPO Report
- Reporting by MO I/C; giving handful of information on
  - Immunization
  - Vitamin-A
  - Antenatal
  - Family Planning
  - Health Camp

Focus On Malnourished Children

SW & SE department is in the process of implementing the WHO system of plotting of childrens' weight and on this basis grade-III and grade-IV children i.e. those who are malnourished will be given double ration through ICDS. For the purpose of creating greater awareness in the village regarding how many children of that village are malnourished, CDPOs supply yellow ribbons out of VHND fund and supply to each AWW. Whenever any child is found to be malnourished, this ribbon is tied on the hand of that child for the duration of VH & ND. This will create pressure on AWWs and mothers to improve nutritional status of these children as there will be public awareness regarding the number of malnourished children in the village.

Team of Awareness Volunteers

A team of boys, in the age group of 18-22, most of whom are 12th passed or in college, from the primitive tribal group of Reang, have been trained to act as Awareness Volunteers, organized in 4 groups of 5 each. They have accompanied the

District Magistrate & various other Officers to remote tribal villages and participating in the public awareness exercise being undertaken and holding discussion with various PRI members. Subsequently, a young DCM from D.M's office, led them in an Intensive Awareness Generation Exercise in few of the most backward villages of Kanchanpur where they have been able to achieve 100% sanitation under TSC, (in fact in the affected village i.e. Kangrai in only three days). One team has developed a play in Chakma emphasizing the importance of hygiene, sanitation and safe drinking water. They are paid on an incentive based performance linked pattern depending on the number of villages they are able to cover, to attend the VHND's, for the purpose of awareness generation on the issue of sanitation and drinking water. They attended some workshops at the state level on the same issue and 4 of them are now being sent to NIRD, Hyderabad for further training.

Also to institutionalize this concept they have been registered as a Self Help Group, with whom the district administration has entered into a formal MOU. They are a stand alone SHG and various departments/Boards use their services like NRHM, Aids Control Society etc. They act as a force multiplier for this remote district having a dearth of NGO's etc.

(h) Role of Various Stakeholders-Most Importantly, Role and Details of Involvement of the Nominees in the Initiative

Designation of the Nominee	Name of the Nominee	Role and details of involvement
DM & Collector	Ms. Saumya Gupta, IAS	The unfortunate incident of 18 children dying in one village happened within one month of her taking over the district and the primary aim behind this project was to avoid a reoccurrence of this gruesome incident. The entire concept is the brainchild of the DM and Collector, and all the implementation modalities including writing of the concept note, checklists, instructions has been personally done by her on her laptop. The IEC material has been developed by a core team of 4 people sitting in her chamber, late after office hours. The movie was made with her active involvement and this mammoth exercise of training thousands of people and bringing together numerous deptts, month after month, in all 182 villages of the district has taken a huge amount of dogged persistence, motivational abilities and enterprise, in addition to the regular revenue and developmental responsibilities of the DM.
Dr S N Choudhary	District Surveillance	He is the primary member of the 4 member crack team who have been involved all through regarding design and implementation of the project. For many months the district was without a Chief Medical Officer but he did not let the program dither from its charted path. His commitment has ensured that the project got the desired inputs from doctors, who are used to a certain mindset, have given importance to public health.

Designation of the Nominee	Name of the Nominee	Role and details of involvement
Shri Amalendu	Programme Officer,	As the district level officer in-charge of social welfare department, he has ensured effective monitoring of the CDPO's and AWWs and timely reporting and updation of reports. Even though he was posted in the district subsequent to the original conceptualization and design of the project, his subsequent enthusiasm and commitment have ensured that the original enthusiasm at the start of the project does not flag.
Shri Pinaki	DIO, NIC	He was instrumental in designing the web based reporting formats and the associated reports as well as subsequent trouble shooting as per real time feedback from the field.

(i) Highlights /Positive Features of the Initiative Under Each of the Following Important Dimensions

Discussions on the following points have been covered in the preceding paragraphs and only the balance points are covered in the ensuing paragraphs:

- Transparency and shareholder participation
- Increased efficiency of outputs/ processes and effectiveness of outcomes
- Display of leadership / Team work by the nominee(s)

Replicability of the Initiative

The project was started in August –September, 2010 in North Tripura District. There was an immediate deluge of goodwill and favourable feedbacks due to sudden increase in village level public interaction with the ground level functionaries, who earlier, had never attended in activities of

public health, with such regularity. Hon'ble Chief Secretary, Tripura, took immediate note of this new initiative, and by DO letter, directed DM & Collector North Tripura to share the concept notes, instructions, checklists, IEC material with other districts. The same was partially replicated in all the remaining 3 districts of North Tripura by January 2011, with some variations. The same IEC material and movie is used in the remaining districts.

The Health department took immediate note and issued notification to constitute a six member committee to study the various facets of VHND and how they may be standardized and applied throughout the state.

However, implementing a program with the involvement of a large number of village level functionaries of various departments requires a positive and active role of PRI members and the project has received a great fillip due to the robust 3 tier PRI system prevalent in Tripura.

Sustainability

The primary aim of the project was to translate the public need for village level health care into a vocal public demand for the same. Once the project was implemented for merely a period of 3 months, there was a grassroot level cacophony of demand for regular holding of VH& N Days. The office of the DM and Collector/ Sabhadipati/Chief Medical Officer etc have been receiving a deluge of complaints regarding anganwadi workers who are not attending the program or ASHA's who were not present etc. This is the outcome of institutionalization of the concept of one day in the month when functionaries of all departments will attend in the village. The schedule painted on the wall, and the contact details of various officials on a signboard outside panchayat office have helped in the crystallization of this concept in a

tangible and implementable form in the village. Thereafter, the momentum has sustained itself, and even during the phases when the office of the DM and Collector, SDM, BDO etc were under intense pressure due to local elections/ year end work etc, the VHND's continued with great gusto.

(j) **OUTCOMES : Comparative Analysis of the Key Result Areas, before and After the Project Implementation.**

Parameter	Before Start of the Project	Effect of Project Implementation
Regularity of holding VHNDs	Was very dispersed, and due to difficulty of monitoring no data was available regarding frequency or regularity of holding such camps	2352 VH&N Days held till May 2011. ie around 13 VH&N Days per village over past one year, meaning that in some months either some scheduled VHND's have not been held or not been reported or data not uploaded. Some gaps due to local festivals/elections etc have been recorded.
Attendance of ground level functionaries	Only AWW and ASHA were supposed to attend. But a lack of coordination between the two functionaries was present in the field. Record of attendance not available	In 2352 VHND's held, 9048 AWW's attended, meaning an average of 4 AWW's per VHND held. 8829 AWHelpers attended, while in a surprisingly high 18.49% of VHND's medical officers were also present.(on the assumption that one doctor attends accompanied by paramedical staff). More than one MPW attended each VHND showing that MOIC's usually depute the MPW of neighbouring villages also to help in organizing of VHND. More than 2 ASHA's attended each VHND, which shows that a large number of ASHA's have become inactive, as there are usually 3-4 ASHA's per village. This is a discouraging finding as ASHA workers form the backbone of NRHM implementation, and there is lot of governmental investment in their training etc. Also there have been complaints of ASHAs not having received their incentive promptly causing their interest to waver. Most VHND's were attended by at least two teachers, though in some, only Headmaster was present. Each

Parameter	Before Start of the Project	Effect of Project Implementation
		pradhan is supposed to attend both the VHND's in his village, and they mostly have a 100% attendance record. In most VHND's (2009 out of 2352) at least one member of Panchayat other than gram pradhan, was also present. Attendance of ICAT and Drinking Water department was abysmal, though Panchayat Secretaries have usually attended in VHND.
Public mobilisaton	Very Sparse, 10-20 women at the most.	On an average, around 175 women and children actively attended each VHND. A total of 410678 people attended in 2352 VHND's (total district population is 693281) out of which 175966 were children.
Public Awareness on health issues hygiene and sanitation	Lack of basic awareness and good health practices especially in the remote tribal villages	It is very difficult to gauge difference in level of public awareness, and even more difficult to change cultural stereotypes. However, regular discussions on health issues, especially to the school going children, has yielded some change in levels of consciousness on these issues.
Institutionalisation of the concept of VHND in the village	There was hardly any recognition amongst the general public or PRIs regarding this facet of NRHM.	Most PRI members are conversant with this concept, so much so, that it was one of the listed agenda points in the district level review meeting of Hon'ble Chief Minister.
Identification of malnourished children	A total of 31969 children were weighed (Monthly average) out of which 0.2% were found to be severely malnourished i.e. around 64	A total of 81541 children were weighed out of which 4.4% were found to be severely malnourished i.e. 3580 which is clearly outcome of better identification, reporting and public interface
Quality of health data reported	The figures of immunization achieved/ health statistics were collected, compiled by health deptt alone and monitored by state level health deptt. Only a perfunctory discussion was done annually in the district level health and family welfare committee.	Quality of data reported, including instances of diseases found or deaths occurred or vaccination achieved is much, much better as the data of each village, is every month, reported by three deptts, simultaneously, counter signed by gram pradhan, and monitored intensely at the block and subdivisional level.

Parameter	Before Start of the Project	Effect of Project Implementation
Level of Immunisation	2009-10 immunisation status Vaccine – % achievement BCG – 74.70 DPT 3 – 71.11 OPV 3 – 71.11 Measles – 66.37 Full Immunisation – 48.65 TT 10 – 40.53 TT 16 – 39.10	2010-11 Vaccine – % achievement BCG – 92.11 DPT 3 – 82.37 OPV 3 – 82.09 Measles – 88.29 Full Immunisation – 53.37 TT 10 – 81.25 TT 16 – 54.82
Detection of diseases like fever	In 2008-09, 56,771 cases of fever were detected, while in 2009-10, a similar number of 54229 cases were detected. Thus, when averaged, 55,500 cases of fever were detected.	In 2010-11, a 37% increase in detection of fever cases was reported, with the number rising to 76,196. It would be irrational to allege a cause-effect relationship to these statistics, and there may be only a correlational tendency. It may be speculated that due to more public interface of the village level health functionaries, more such cases, which earlier went undetected, have been reported.
Detection of Diarrohea	In 2008-09, 44,281 cases were reported, in 2009-10, the number was 25,252. This averages to 34,766 cases of diarrohea.	In 2010-11, there has been a quantum jump, and 240% cases were detected ie 83,665 cases. Again, the explanation may be as cited above for fever. However, greater awareness on the issues of drinking water, health and hygiene should have resulted in lowering of the incidence of diarrohea cases, which is not reflected in the numbers reported. The results of awareness generation exercises may be dispersed and long term.
Incidence of Malaria and PF malaria, and death due to malaria.	In 2008-09 there were 2320 cases of malaria, in 2009-10, there were 2439 cases of malaria. For PF malaria, the corresponding figures were 2119 and 2382. There were 11 and 39	In 2010-11, there were 1995 cases of malaria and 1918 cases of PF malaria, which is 84% and 85 % of the average incidence of past two years, for malaria and PF malaria respectively. The number of deaths due to malaria reduced from 11 deaths and 39 deaths in past two years, to 4 deaths in 2010-11. Again, it would be

Parameter	Before Start of the Project	Effect of Project Implementation
	deaths in 2008-09 and 2009-10 respectively.	irrational to establish cause effect reasoning to this data, without a full scope study into the findings, and this may be purely correlational, but greater awareness on necessity to prevent water from stagnating, greater usage of mosquito net, more effective spray of DDT etc which was a part of the VHND agenda as well as greater awareness, MAY have contributed to this. Alternatively, it may be purely coincidental.

5. Has the outcome or impact of the inititiative been audited or evaluated by any independent agency for reality check of the realized benefits vis-à-vis those envisaged?

☐ Yes

☐ No ✓

No, independent comprehensive evaluation has not been done so far, but 2 consultants under NRHM, Ms. Chandrani Biswas, Consultant – Community Mobilization, Tripura, Regional Resource Centre, NES, Ministry of Health and Family Welfare, GOI and Mr. Biraj Kanti Shome, Regional Coordinator (Community Mobilisation) Regional Resource Centre, North East, have both visited the dist & independently roamed around the villages, attending the VHND programs being held, and have given very positive and enthusiastic response regarding the same.



Mrs. Saumya Gupta receiving PM Award

Empowerment Through Education in LWE Affected Areas

A synopsis of Educational Initiatives in Dantewada

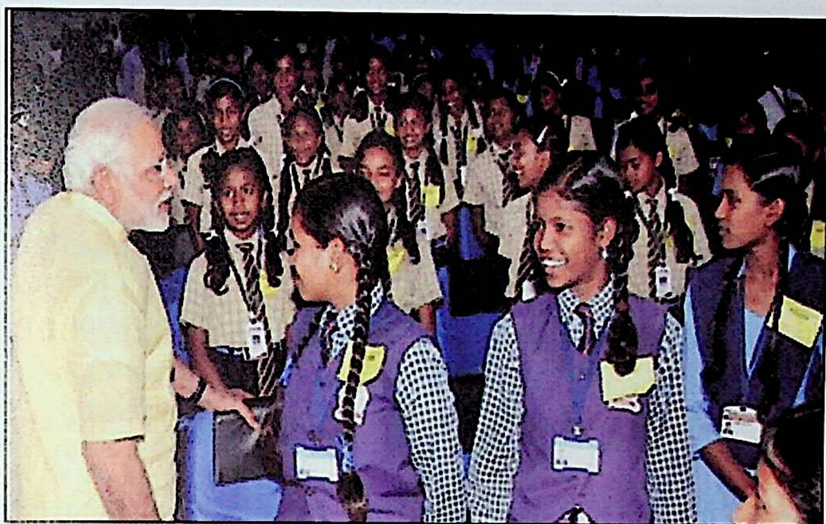
Om Prakash Choudhary, IAS



O.P. Chaudhary
IAS (2009 Batch)
PM Awardee

ओमप्रकाश चौधरी जी छत्तीसगढ़ के नक्सल प्रभावी क्षेत्र के गाँव के रहने वाले है। वहीं से B.Sc. करने के पश्चात् IAS की परीक्षा पास की। छत्तीसगढ़ कैडर में एक प्रभावी एवं नित्य नए दूरगामी प्रयोगों द्वारा समाज की अत्यंत कठिन समस्याओं में से हल निकालने का श्रेय प्राप्त किया है। विशेष रूप से तरुण शक्ति की शिक्षा एवं प्रशिक्षण की ओर प्रेरित कर नक्सलवादी शक्तियों को एक प्रकार से इस प्रदेश में पछाड़ने का कार्य कर रहे हैं। इसी कारण इनको सर्वोच्च प्रधानमंत्री पुरस्कार से सुशोभित किया गया है।







Dr. Om Prakash Choudhary receiving PM Award

Executive Summary

Education is considered to be the back-bone of development. It empowers people in the real sense to make informed choices about their lives. Inspite of India achieving high economic growth rates, recent years have

witnessed growing concerns about issues of quality public education, more so in remote regions like Dantewada, which are marred by socio-political unrest that directly affects the educational paradigm, thereby affecting the development of the region and the local people. This results in people being unable to reap the benefits of the opportunities which this resource-rice area offers. Thus, in this context the initiatives taken by the district administration in education in Dantewada is striking and stands out.

Empowerment through Education in LWE Affected Areas

A synopsis of Educational Initiatives in Dantewada' captures and demonstrates the progression of these initiatives taken with a vision of creating a generational change. This case study takes a stock of the initiatives taken at three different levels, viz. i) Elementary Education, ii) Higher Education, and iii) Skill Education, by studying the background of these initiatives, its motivators, objectives, strategies, constraints, and its outcomes.

This document highlights how a development oriented administration can make tremendous difference even in a highly difficult area like Dantewada with a belief that education is a fundamental right and it should be available to all beyond the ideological clashes.

Background

The Right to Education Act, 2009 has accorded education as the fundamental right to every person. Education empowers people in real sense to make informed choices about their lives and to raise their voice to demand development. In spite of India achieving high economic growth rates, concerns about issues of quality public education are

rampant, more so in remote regions afflicted with LWE activities, which have faced severe neglect in terms of development historically and are marred by socio-political unrest that directly affects the educational paradigm. This on one hand results in a large number of people remaining uneducated and thereby incapable to raise their voices against any kind of injustice, and demand development from the government and administration. And on the other hand renders them unable to make informed decisions and thus become easy prey for illogical propagandas spread by extremists.

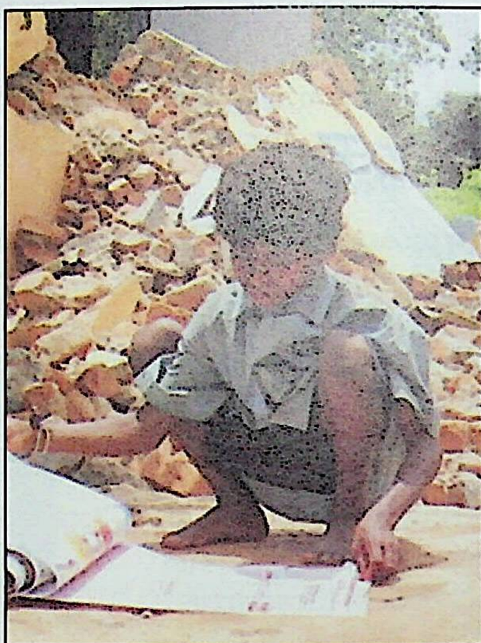
There are a lot of challenges in providing education in the LWE districts. Most areas have difficult geographical terrains predominantly inhabited by tribal communities who live in a scattered manner. Fear of extremists and low profitability discourage private agencies to run schools in these areas. Thus, education is completely dependent on the government and administration. Opposition by the extremists and the blasting of schools, low levels of awareness about education among people, abysmal levels of literacy, lack of quantity and quality of teachers, and such innumerable issues makes it difficult for the government and administration to provide

- 86 Schools and ashram buildings were blasted.
- 20-30% schools have become defunct because of inaccessibility and other reasons.

21816 out of school children in January 2011

educational facilities for all in these areas. In many areas, even if the school building has not been blasted, owing to the difficult environment and inaccessibility, the schools are virtually not functioning. Thus, initiatives to improve provision of education in these areas hold prime importance and shall have to be holistic and all-encompassing.

The case in point is Dantewada District of Chhattisgarh which is frequently in the national headlines for the wrong reasons. It is at the fore front of the armed struggle between the security forces and groups of armed Left Wing Extremists; more commonly known as naxalite. It is a struggle that has seen a large number of causalities.



Searching for future in a school debris ..

Dantewada has witnessed the killings of 332 security personnel, 285 civilians and 150 extremists in last few years. It is characterized by 67% forest cover (other than revenue forest) vulnerably lying at the junction of the forests of Andhra Pradesh, Orissa and Maharashtra, 183 out of 615 villages still un-electrified, 86 school and ashram buildings blasted, cumulatively resulting in more than 21,816 children being rendered out of school, and an abysmal level of approximately 42% (2011 census) of literacy rate. This number of out of school children has been arrived-at from a survey, and thus the figures could be even worse.

The situation was made further complex in the years of 2005-2006, when conflict between security forces and civilians on one side and extremists on the other, polarized the ground realities and rendered 82 out of the 246 village panchayats out of the reach of administration. All the developmental arms of administration were cut-off in these villages; which resulted in the creation of these developmental black holes on the map of Dantewada.

In the above environment of fear and insecurity, there emerged a situation where the biggest casualty was education in its various facets. The gulf between education and student kept increasing leading to insurmountable inequality. Children deprived of education and conditions of growth were bound to be carried away by the Left Wing Extremists. The spread and containment, two sides of a coin in terms of left wing extremism depend upon the extremist capacity to influence tender minds about their vicious ideology over generations, one after another. The only way this extremism can be contained lies in the efforts of preventing future generations from imbibing ideology of extremism based on half-truths and murder of the basic principle of goodness of mankind.

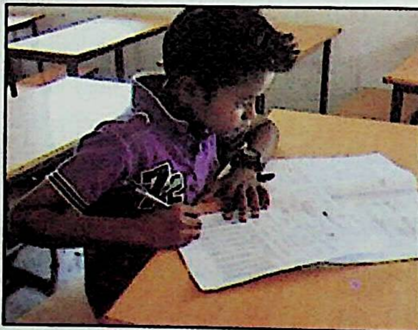
On the other hand, in the past this region and the people living here have seen minimal development from the government side too. Lack of exposure, awareness and education has resulted in status-quo being maintained as the people were underpowered to demand or question the development policies and service delivery.

It was in these conditions that the district administration of Dantewada embarked upon a mission based on education spread as a tool of mental transformation. Considering the overall abysmal situation that prevailed in the education

sector, the strategies required had to be all encompassing and all pervasive through the various levels of education set up. This was done by making interventions in the form of various projects which weaves together into a holistic vision of changing the educational landscape of the district. Every intervention had a particular background for initiation. The strategies adopted were tailor based upon the needs of children and society, and could be classified as catering to elementary, higher and skill education.

There was an urgent need of reviving the education system in the district, which was not so healthy and was very under developed owing to many problems which were so specific to this region ...









Series of initiations in primary / secondary education, combined with efforts to promote professional education and employment opportunities have succeeded in bringing health & positive changes in the status of education.

Motivators of the Initiatives

- The poor levels of literacy and awareness prevailing in the district and its stark comparison to well off areas of metropolitan regions which civil servants are exposed to created a mindset, striving to bridge this gap of inequality.
- Failed attempts to fill various posts and vacancies in professional fields like engineers, technicians, doctors, pharmacist, ANMs, MPWs and its harmful effects on the developmental paradigm questioned and irked the district administration to find solutions locally.
- Lack of awareness among children and citizens about the outside developed world created a challenging atmosphere to nudge the underdeveloped, unexposed minds towards the realms of light & exposure
- Realization of the fact that children in their tender minds were being influenced by ideology of hatred due to their illiteracy, motivated the conscientious administration to strive towards exposing the ideology of hatred and venom.
- Above all the basic tenant that education is the panacea for most ills of the society was deeply ingrained in the minds of the administration as a tool to bring about transformational growth.

Objectives

- The purpose of these initiatives is to bring about a generational change in the people of Dantewada in terms of literacy, education and capacity to make informed decision for the welfare of self and the society as a whole.

- The attempt was to create a base of human resource as a development paradigm rather than just infrastructural growth.
- The purpose was to create a pool of literate, aware and conscientious society prepared to reap the benefits of available opportunities which always existed close to them, but were never tapped due to the prevalent socio-political conflict.

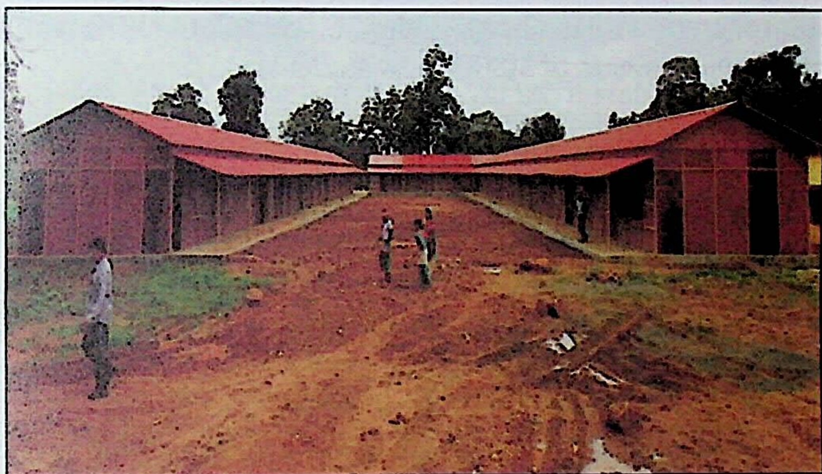
The priorities that the initiative sought to chalk out for itself were

- Enrolment and continuous retention of the out of school children by bringing them to the mainstream of society through formal education.
- Inculcating scientific temper in the minds of children through provision of environment and facilities which shall prepare the children for not only employment opportunities, but also for qualitative changes.
- Promotion of vocational skills and capacity building for self reliance based employment.
- Resulting in improved levels of self belief, and a willingness and comfort to interact with the outside world from a position of strength and self confidence.

Strategies Adopted

The dropout rate of school going children is very high. Added to this extremists had blasted 86 schools/ashram shalas in the district making education a remote dream to the children willing to study. Considering the overall abysmal situation that prevailed in the education sector, the strategies required had to be all encompassing and all pervasive through the various levels of education set up. The strategies

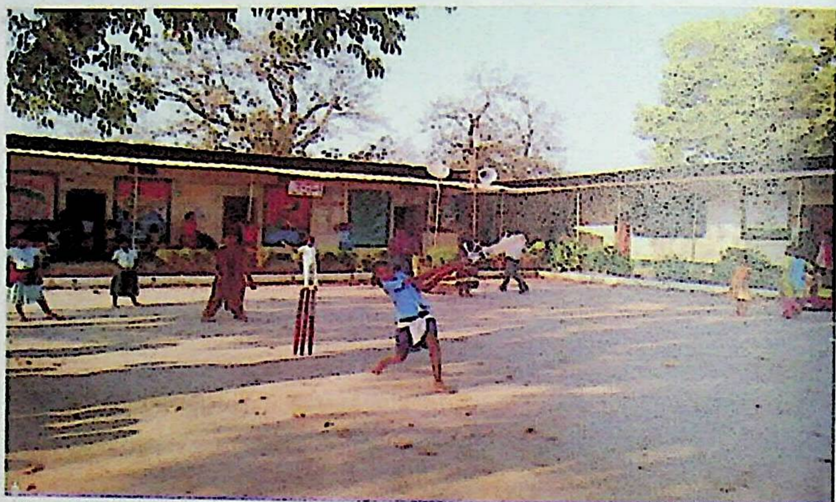
adopted were tailor based upon the needs of children and society, and could be classified as catering to elementary, higher and skill education.



Pota Cabins have been instrumental in arresting the alarming rate of school drop outs in the District- A Pota cabin under construction.

In elementary education, the most major issue was to include a huge number of out-of-school children back into the fold of education as it was found through a survey that around 21816 children of the school going age were out of school. The district administration realized the need to enrol the out of school children, and to keep them engaged in the fruitful pursuit of education, it embarked upon providing fully residential educational campuses. With this aim in mind, the district administration was able to convince Government of India (MoHRD) to sanction 500-seater residential campuses called ***'Potacabins'*** to district Dantewada located at 53 different locations in the district. This has made Dantewada one of the only two districts in India, where Residential Bridge Courses under Sarva Shiksha Abhiyan have been

made permanent, as compared to their normal course of 18 Months. Furthermore, by using other funds like BRGF, IAP, CSR of NMDC and ESSAR, tribal development department, etc. available at the district level, the district administration has been able to cumulatively create additional strength of 30,000 new students.



Pota Cabins which provide residential schooling facilities to the students have been an instant hit among the children and their parents, they have contributed in developing a liking for education by offering quality education with state of the art residential facilities.

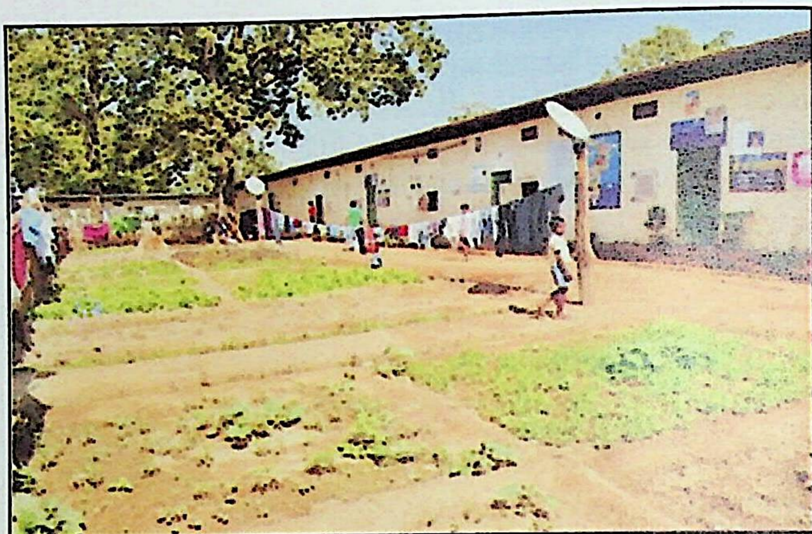
In order to achieve this, assessment of the panchayat where schools were closed due to conflict or destroyed by extremists was done with the help of locals who visited the *Haats* (Weekly Market Place). Assessment based on hearsay and earlier population surveys were used to guesstimate the number of children who were out of school and were deprived of education in inaccessible parts of the district. Use of local educated unemployed boys and girls called [BRG volunteers or *Anudeshaks*] for survey of out of school children and for enrolling them at a particular prefabricated

structure (pota cabin) was done. Incentives were provided to these volunteers based on number of enrollment done by them at prefabricated structure of children belonging to panchayats where schools were either damaged or closed due to difficult conditions and inequality.

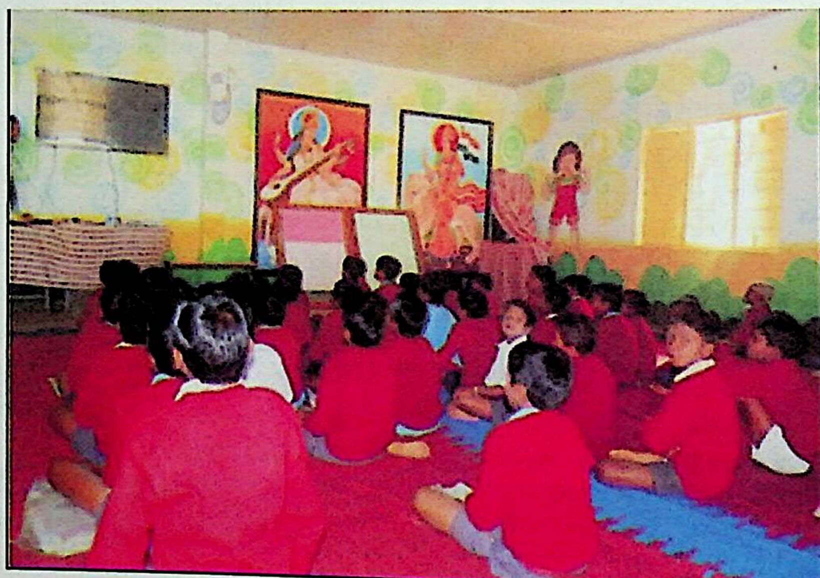
In places where the integrity of permanent stable structure could not be guaranteed, the district administration went for National Bamboo Mission certified pre fabricated structures to overcome the challenges posed by threats from extremists and shortage of time. The district administration also tried to make education attractive in the district by various means so that children could be attracted & parents living in far off areas could send their child. Activities like Children Talent Festival and Summer camps provided children with a platform to express their hidden talent.

Centre	Children Enrolled	Centre	Children Enrolled
1. Karli	550	2. Kasoli	543
5. Gatam	574	6. Mokpal	447
9. Pakela	381	10. Chhindgarh	513
13. Kerlapal	473	14. Korra	346
17. Burdi	289	18. Tongpal	324
21. Maraiguda	427	22. Errabore	610
25. Kuwakonda-2	173	26. Godre	161
3. Bangapal	425	4. Hitameta	353
7. Kuwakonda	644	8. Palnar	591
11. Rokel	507	12. Gadiras	258
15. Murtonda	646	16. Sukma	432
19. Konta	471	20. Bangalur	165
23. Dhanikarka	141	24. Gumda	232
27. Metapal	171	28. Chitalur	151
Total Enrollment of Out of School Children : 10,998 (Boys - 7344, Girls - 3654)			

**21 more Pota cabins/residential schools are under construction*



Pota cabins have brought in a sense of belongingness among the children by including concepts like vegetables cultivation, audio visual classes, DTH connections and healthy diet and regular health checkups etc.



Various qualitative inputs have been added to these residential schools to convert them into centres of excellence. Every potacabin is facilitated with big LCD TV, Tata Sky connection with learning packages, DVD player and sound systems. Apart from these equipments, CDs of different learning packages, cartoon films and educational films are also provided to each of the potacabin. Under the Bachpan Banao initiative, highly motivated persons across the country are invited to stay in any of the selected potacabins for one month on volunteer basis and to give their best inputs to the teachers so that they learn novel methods of teaching and guiding their students. Students studying in classes 6th, 7th and 8th in selected potacabins are being provided 'Introduction to Basic Technology' course by an organisation Vigyan Ashram, Pune. Project *Dishari is being implemented as a joint effort of Tommorows Foundation, UNICEF and RGSM which focuses on addressing the condition of quality education and child protection in the district through interventions in the potacabins and KGBVs (Kasturba Gandhi Balika Vidyalayas) in the district. Under the Read India Read Project,* Pratham-a NGO working on education enlighten the teachers and the Anganwadi Workers in the art of understanding the psychology of the children and evoking interest among the children towards education by means of games, audio visual presentations etc.

Project Uttaran - Bastar is being implemented aiming at caring for the children orphaned in violence caused by extremists. This project is committed to nourish these orphans of conflict from bridging their academic career to establishing them in an assured employment while helping them to outreach their status of trauma by providing them ample scope to excel in fields of sports, Drawing, Fine Arts along with good education.

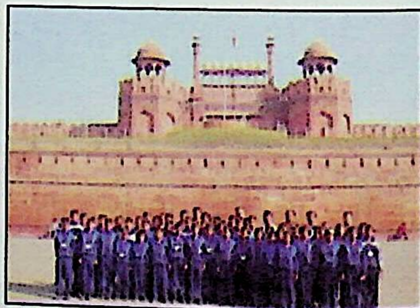
Additionally, students belonging to primary classes are taught basic concepts in vernacular tribal dialects alongwith Hindi as most of them find it difficult to adjust with Hindi initially. Special study material has been prepared in Gondi and Halbi language for

this purpose. Some potacabins have been outsourced to renowned institutions like Nirmal Niketan to provide quality CBSE English medium education. Efforts have been taken to strengthen the school monitoring committees for enhancing community participation through organising training programmes. Training on RTE was also conducted on a wide scale in collaboration with NCPCR. All these initiatives have been taken to improve the quality of education in the potacabins.

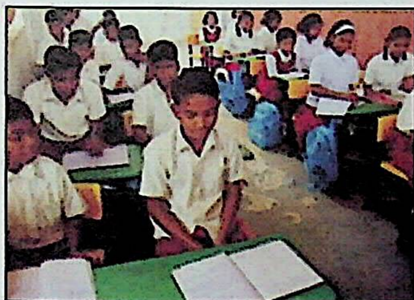


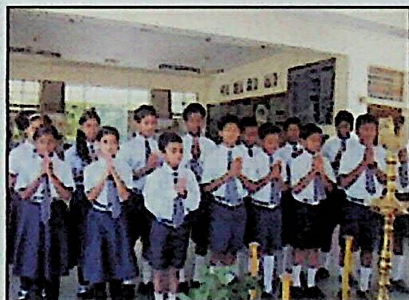
Children of remotely located residential schools are taken for exposure visits to district headquarter and to bigger cities to widen their intellectual horizons under 'Tamanna' – More than 30,000 children have already been covered.



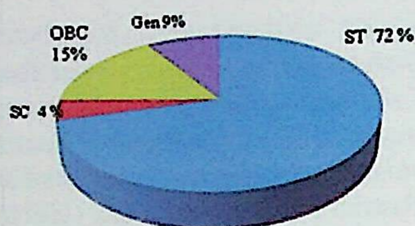


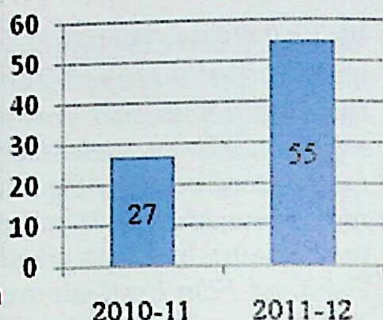
In elementary education, another initiative that has been implemented is project '*Tamanna'*. ***It has been observed that the children in this part of the world lack even the basic exposure. Hence, under this project, a Science Museum, District Library***, and a state of the art *Audio-Visual Theatre* was created in record time of 1 month at the District headquarter with a view to broaden the horizons of all levels of students in the district. *Tamanna Film Festivals* are conducted on regular basis, where 150 students from the far off villages visit every day in the buses deployed by the administration, and also meet with district level functionaries. This has lead to exposure visits of more than 13,000 students in the year 2011-12 with more than 3000 students being sent to even farther off places like Raipur, Vishakhapatnam, etc. by *Tamanna Express*. In year 2012-13, this figure has already crossed 17,000. An outdoor flood-light cricket stadium has also been constructed at the district headquarter where tournaments are organised for school children and they are also shown matches from other tournaments during their exposure visits. The children are taken to various government offices at the district level as it is most important for them to get knowledge of places from where their entitlements like caste certificate, ration card, pensions, etc are provided and also where facilities like health, education, etc are delivered.





Free residential coaching for entrance examinations of qualitative schools like Navodaya, Sainik School's and state govt's model schools are provided to the students of the deprived section under *Nanhe Parinde*.





Deprived Tribal Children have been focused under Nanhe Parinde,

It was also observed that elementary education standards of central government schools like *Navodaya Vidyalay, Sainik School* which provide holistic growth of a child are though open and competitive, but unfortunately due to their basic admission process suitable to population that is relatively aware and exposed, they invariably end up enrolling only those children who are more aware, exposed to the world rather than the worse off who languish in the wilderness. To tackle this issue, ***project 'Nanhe Parinde' has been launched, under which*** residential facilities were created at the district headquarters and 105 children from interior areas belonging to marginalised background were provided special coaching with regular 5th class education.

With only 10 months of mentoring, 30 children were selected in Navodaya Vidyalaya Barsoor out of the total 60 selections. Out of the total 5 children selected by the Sainik School in Ambikapur-Surguja 1 was from the Nanhe Parinde project. 24 children were selected in Karpawand, Eklavya Vidyalaya, Bastar; 25 girls were selected in Eklavya Kanya Shiksha Parisar, Katekalyan; 5 girls out of 16 selected for Parchanpal Kanya Parisar, Bastar. The national level renowned non-profit 'Pratham' has also certified the effectiveness of the programme. The whole social reengineering if nothing else led to reduction of inequality that was prevailing between children from the haves and the have-nots.

'The Right to Education Act' envisages enrolment of 25% children from deprived sections of society to nearby public and private schools. But the fact of the matter is that in a place like Dantewada, all such 25% of seats would go waste, as there is no provision for providing adequate residential facilities for the same. The poor parents could never afford the expenses on their child's stay and food. In order to reap the optimum benefits of the RTE, the district administration through measures of both negotiation and conviction convinced the private and public schools to enroll students from the most deprived sections.

1.	Nirmal Niketan,Dantewada ICSE Board	24
2.	Kendriya Vidyalaya, Dantewada, CBSE Board	108
3.	Gayatri Vidyapith,Dantewada,English medium	62
4.	Saraswati Shishumandir, Dantewada	80
	Total	**274**

All of them are orphaned tribal children whose parents are killed in violence caused due to conflict. These children are provided residential facilities by administration, by providing residential hostel facilities at nearby locations. Additional construction work is going on to accommodate 1100 more children for nearby private schools.

The above-mentioned initiatives were targeted to improve the quality of education at the elementary level. But it was also realised that Dantewada suffers from one of the highest dropout rate at the stage of pre metric level because the high schools, which are lesser in numbers than the elementary schools, are located at places which are usually at some distance from their villages. Adding to this, poor transportation facilities and non-availability of residential facilities in high schools de-motivate these children to go for higher studies. This can be gauged from the fact that though there are 38,000 students in classes 1st to 8th,

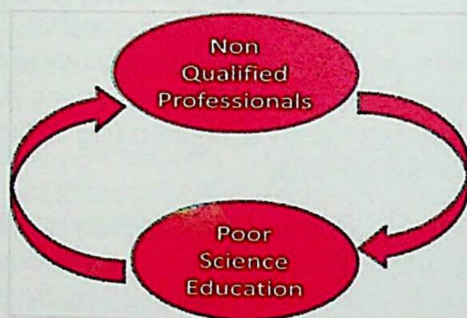
this number drops down to less than 5,116 for classes 9th to 12th combined.

To address these concerns, clusters of important junctions in the district were chosen and '***Educational Clusters***' were created by providing residential facilities to children from 9th to 12th standard. Such residential facilities not only helped in increasing and sustaining the enrollment ratio but also improved quality of education for children in such schools.

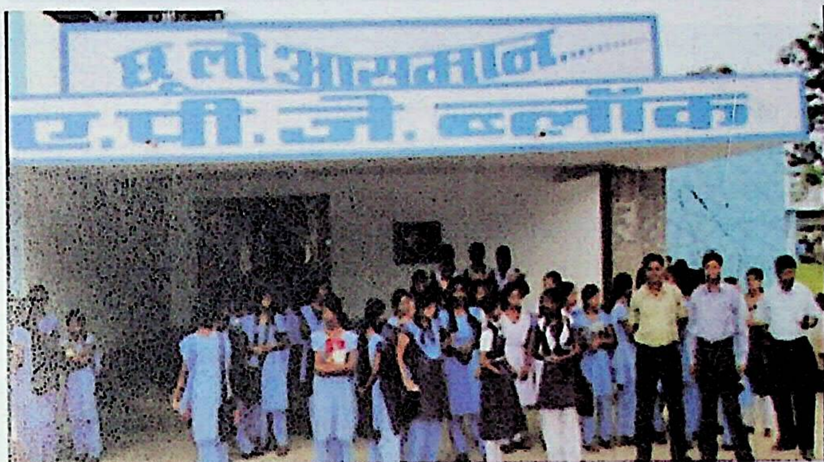
Cluster	Enrollment	Cluster	Enrollment
1. Dantewada	310	2. Karli	351
3. Balood	371	4. Kuwakonda	211
5. Geedam	151	6. Kasoli	142
7. Barsoor	134	8. Patarras	289
Total Enrollment - 1959			

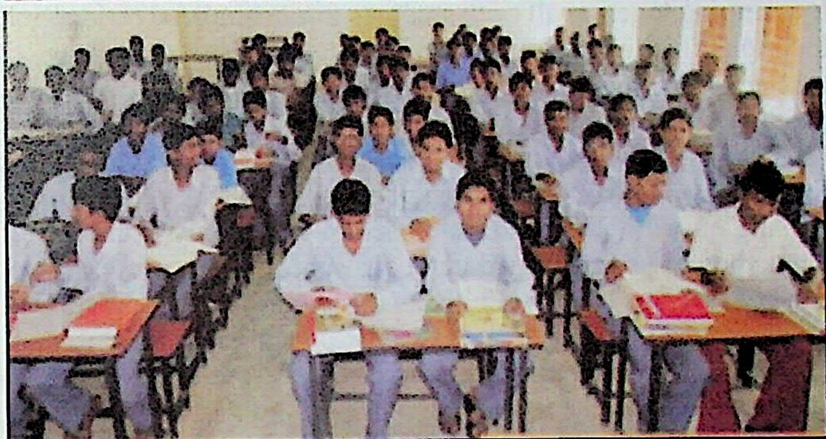
Earlier there were residential facilities for only 1400 students of 9th to 12th standard, but 2000 new accommodation facilities were created by mobilizing the CSR and other District level funds.

Additionally the students getting enrolled in class 9th were provided bicycles under ***'Shiksha Savari Yojna'***, a scheme initiated only in Dantewada District supported by IAP fund, which has benefited more than 3,000 students. This has resulted in 98% of 8th passed students getting enrolled in class 9th this year. The cycles not only provided as a link between student and knowledge, but also acted as a motivator for the children to remain enrolled and reap the benefits of education.



Breaking of the vicious circle emerged in this region is the main motive of the Chhoo Lo Asman





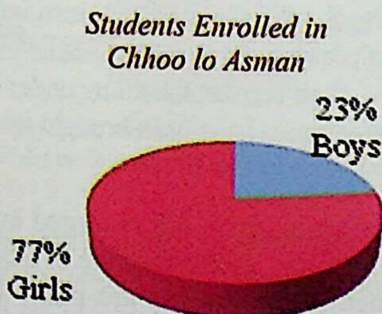
Students of Class11th are provided free intensive residential coaching by professional institutes to excel in entrance examinations of professional courses such as PET/PMT/AIEEE/IIT etc, along with their regular schooling under Chhoo lo Asman – Two separate campuses have been brought up for girls and boys in district HQs.

A vicious circle has emerged in this region in the field of science education. In the absence of qualitative science education neither doctors / engineers are made from this area, nor good science teachers. Lack of teachers and poor quality of education

discouraged the children from opting for science subjects, and this in turn lead to unavailability of qualified professionals for the vacancies within the district, where qualified professionals from outside detested to come owing to conflict that prevails. '***Chhoo Lo Asman***' project was launched by the district administration to break this vicious cycle by providing qualitative science education to the children at the intermediate level. Realizing that it would not be possible to send adequate science teachers to schools which cater to a handful of enrolled students (Dantewada has one of the lowest population densities with 61 persons / Sq Km), the district administration decided to consolidate its efforts by bringing together all such students to a centralized residential location. This was followed by selecting the best regular science teachers from the district for regular 11th and 12th schooling. While post class room special tutorials were provided by teachers from reputed institute like Vision Kota. Such efforts prepared students for professional courses like engineering, medical, polytechnic, nursing etc who can contribute back to the society from where they emerge. Even if they did not qualify for highly professional courses (such as Doctor / Engineers) and managed to do a simple graduation in science stream, it will help fulfil the vacant seats of teachers in the district. Such successful students will act as a demonstrator effect for other children to leap onto the efforts of district administration and play a role in the growth paradigm of the district.

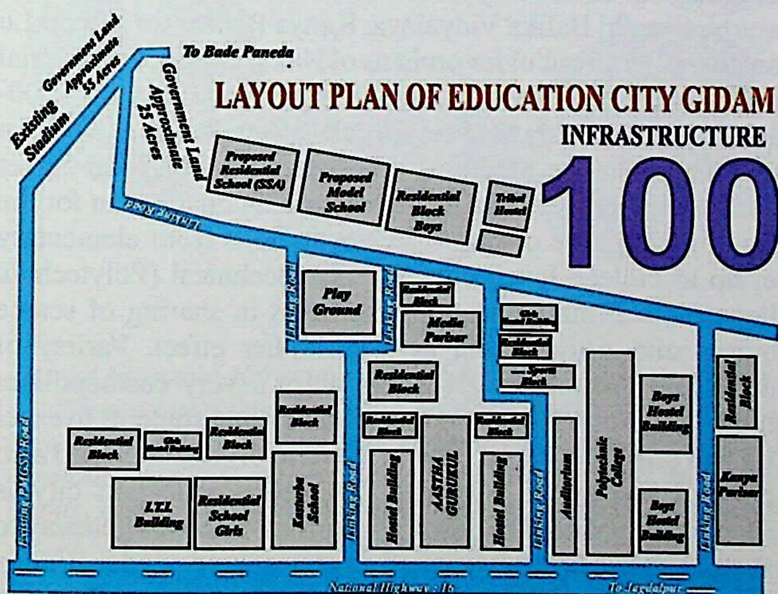
Students Enrolled in Chhoo lo Asman					
Boys	0	0	113	42	155
Girls	150	150	136	84	520
Total	150	150	249	126	675

With a sex ratio of 1022, women empowerment was a major issue



Criteria for analysis	Rest of District	Chhoo lo Asman
Pass Percentage of Students in class 12th	56%	96%
No. of students securing first division	7%	26%
Pass % is the most important criteria because most of the students are 3rd division or very low % holders in class 10th from the highly affected interior areas of District.		
3 girls of *Chhoo lo Asman* secured rank in merit list.		
12 selections in AIEEE from chhoo lo asman.		
80+ selections expected in state PET / PMT / PPT on the basis of evaluation of their answer sheets.		
These were the results of just 10 months of sustained efforts; brilliant results are expected in the coming year		

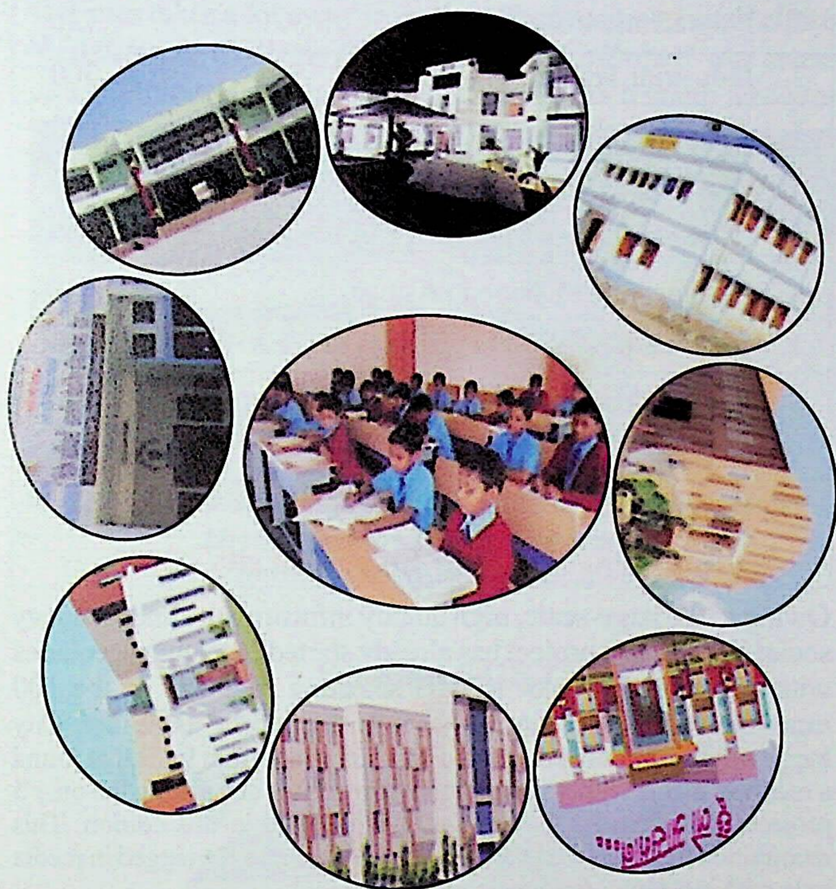
In a backward district like Dantewada where the impetus of education rests primarily and wholly on the government efforts, it became pivotal to establish and create sufficient infrastructure for implementing the above initiatives. Since parents and community in their non-ambitious zeal prefer to put their children in



Education city has been listed among 100 infrastructural initiatives of the world by KPMG in it's world cities edition of infrastructure 100.

residential schools rather than community school, the district administration was confronted with shortage of sufficient infrastructure. There was also a need to shield the children from the strife torn socio-political milieu which they had to face every day. With these concepts in mind and with the need of the hour, the district administration embarked upon setting up an entire educational hub called '***Education City***' on roughly 90 acres of land at the cost of approximately Rs. 100 Crores dedicated exclusively for residential and classroom educational facilities.By bringing together various schemes and departments and through their convergence, administration was able to convert this dream to a reality. The CSR money of NMDC and the private companies, funds from the tribal department and SSA and funds from IAP /BRGF were utilized to bring about this magnificent concept into being.

The education city has a CBSE Board English medium model school, Ashram under Tribal Department, Separate 500-seater residential schools for Boys and Girls, Girls hostel under RMSA, Kasturba Gandhi Balika Vidyalaya, Kanya Parisar for Chhoo Lo Aasman, Astha Gurukul for orphans of Naxal violence, Industrial Training Institute, Polytechnique college, Krida Parisar, 1000-seater state-of-the-art Auditorium, all sports facilities with an Indoor and Outdoor Stadium, linking roads with Solar Street Lights and Integrated Drinking water and Drainage plan for the entire city. Presence of numerous institutions from elementary level up to college level, covering both technical (Polytechnic College) and formal education also helps in sharing of scarce resources and while acting as a multiplier effect. Variety of students and institutions gives this place a very cosmopolitan outlook and helps in healthy competition among students to excel in life and outshine others, both in the field of education and also in cultural and sports pursuits. The entire education city is situated on the national highway 16, and has become a gateway to the district. It has not only created an atmosphere of education in the district but children enrolled at the institutions at education city take pride in their association with the city.



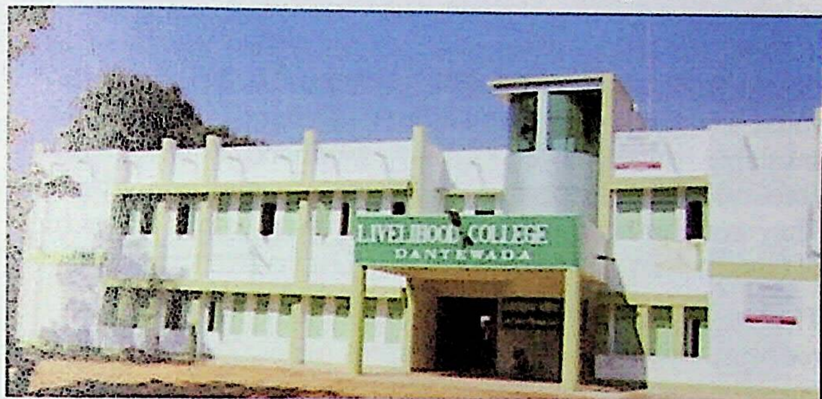
Spread in around 100 acres of land Education city hosts around 16 different institutions and has a residential capacity of holding around 4360 students. With state of the art buildings, furniture, labs and other facilities such as auditoriums, play grounds, solar street lights, internal roads and drainage system, residential quarters for teaching staff etc.

Name of Institute	Capacity
1. Polytechnic College	720
2. Industrial Training Institute	300
3. Astha Gurukul for orphans of Naxal violence	600
4. KGBV	100
5. Girls hostel under RMSA	100
6. Kanya parisar Chhoo lo Asman	420
7. Separate resi. schools for Boys & Girls	1000
8. CBSE Board Eng medium Model School	560
9. Ashram under tribal dept.	100
10. Krida Parisar	100
Total capacity of the Education city - 3900	

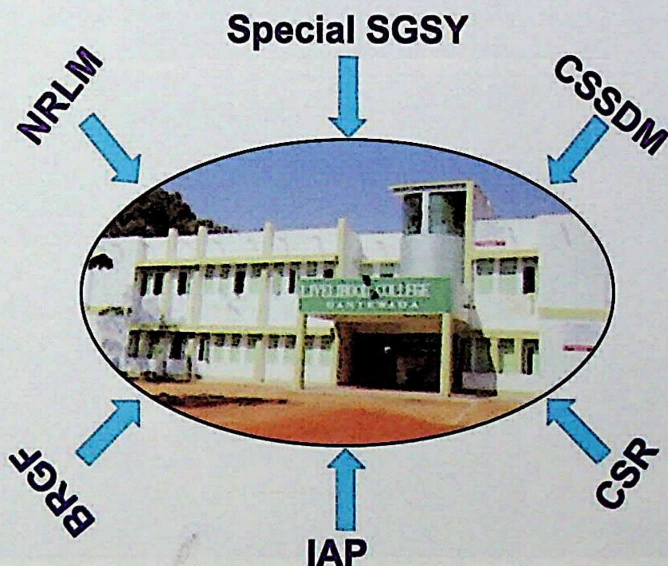
Owing to the large-scale, high quality infrastructure and its heavy social impact, this project has already started receiving accolades with global audit major KPMG selecting it as one of the 100 innovative infrastructure projects in the world. Education City happens to be the only project in education sector from India that found a mention in this world city edition, whereas it is one among the only 5 projects that were listed from India by KPMG in this edition. This recognition meant a lot to Dantewada, which used to be tagged in media only with incidents of violence and agony.

In spite of the efforts of district administration to cater to the needs of elementary and higher education, there still existed, a large populace of students and youth, who had missed the regular process of education due to socio-economic problems coupled with the prevalent law and order scenario. It was essential to cater to the requirement of such youth, who otherwise in the absence of viable employment opportunities are forced to live their life in misery.

Realizing that imparting skill based training without residential facilities takes a lot away from the effectiveness of such efforts, '***Livelihood College (Gujar-Basar College)***' was started as a PPP model in such conditions, and for such youth who were



Livelihood college – For the youth who have missed the bus of education

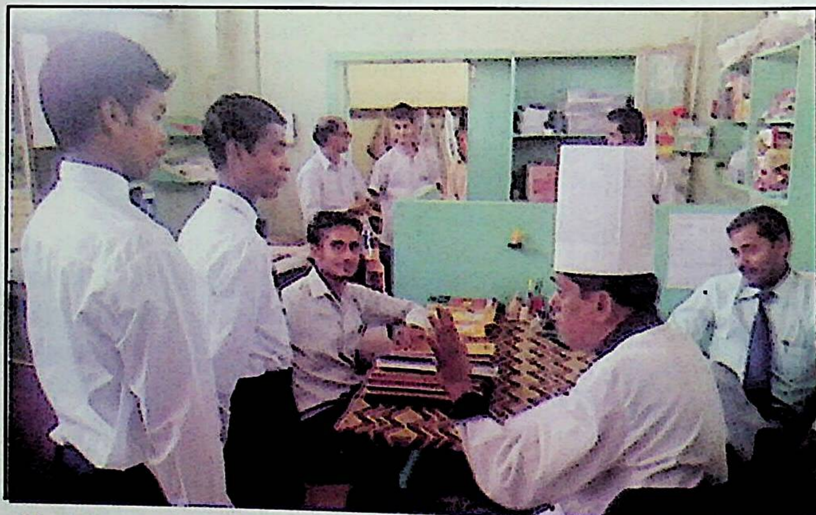


Livelihood College is funded from the convergence of different Government schemes and funds.

barely literate or semi-literate. Admission was open to all regardless of any such criteria as income or caste. The Livelihood College cater to students with educational qualification ranging from as low as 5th class pass to 12th class pass. Through a process of coordination and participation, reputed organizations like IL&FS, IndiaCan, Tomorrow's Foundation, Cap Foundation, ISAP, ESAB, etc. were brought in to impart skill education to the youth who had been out of the formal system of education for a substantial period The youth at Livelihood College, through practical and class room training were trained in various trades. They were further provided linkages with industries across India of time.

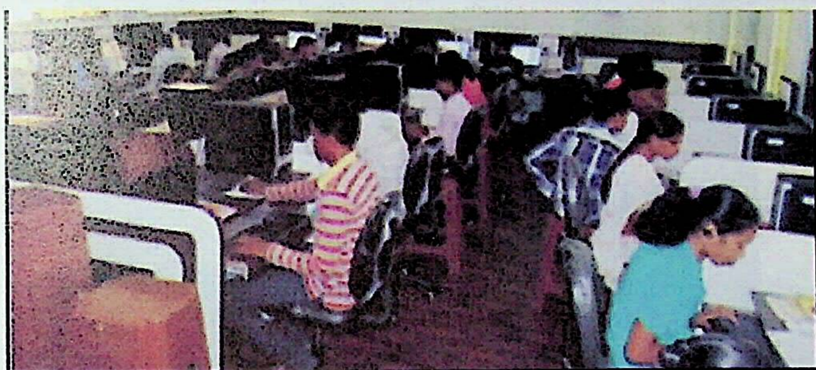
The youth at Livelihood College, through practical and class room training were trained in various trades. They were further provided linkages with industries across India

and skill based employment. Over the past one year Livelihood College has become the harbinger of skill development and a medium of exposure & employment for the young population of the district. In its one year of functioning, 1875 students have



Training on hospitality – Many trainees have been successfully placed in reputed hotels in Raipur and other big cities.







Courses such as Hospitality, welding, Industrial Sewing, and DCA/PGDCA diploma courses etc are designed keeping in view of the emerging market trends.







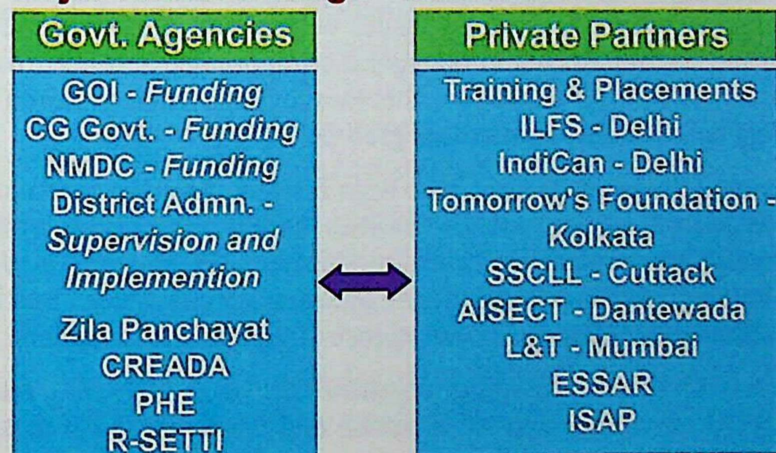
Courses to address local skill deficit such as motor mechanic, sewing, electrician and solar system repairing etc have also been included.

been trained in 25 different trades, whereas 1015 students are undergoing training. 939 students have secured placements according to their trades at various places with an initial salary ranging from Rs. 4000/- to Rs. 8000/- whereas 936 students have opted for self-employment or work locally.

Apart from providing employment and self-employment opportunities to the youth of Dantewada, the Livelihood College has contributed in the overall development of Dantewada District. It has created a pool of trained youth which are being absorbed by various government and private agencies and thus is catering to the issue of acute shortage of trained human resource. Many developmental initiatives have been fast-tracked with the availability of trained human resource. Thus, Livelihood College, Dantewada has proved to be a path-breaking initiative which is contributing in changing the development paradigm of the district.

Agencies and Actors involved

Various district level officers, NGOs, public representatives, private companies; PSUs played their role in the success and promotion of the initiative in its various forms. The PSUs through their financial support, the private skill development companies



through their technical teaching support and the district level officers through their regular monitoring and inspection, made sure that the project went on the intended lines of development and progress.

NGOs like Tomorrows Foundation, *Paras*, Metamorphosis were brought into the fold and encouraged to adopt various residential schools for better management and for imparting quality education which was their strength

Organizations like UNICEF, NCPCR, Pratham were involved in various levels of the project conceptualization, implementation and impact assessment. UNICEF not only was a development partner in various educational development projects like *Dishari*, Read India Read, but was also involved in impact assessment of the Livelihood College. Pratham was engaged in doing a qualitatitive ASER type assessment of the level of education achieved by children enrolled at primary levels under ***Nanhe Parinde***. NCPCR with its successful running of *Bal Bandhu* project (community mobilization for protection of child rights) was requested to impart training to teachers and educators about newly drafted Right to Education.

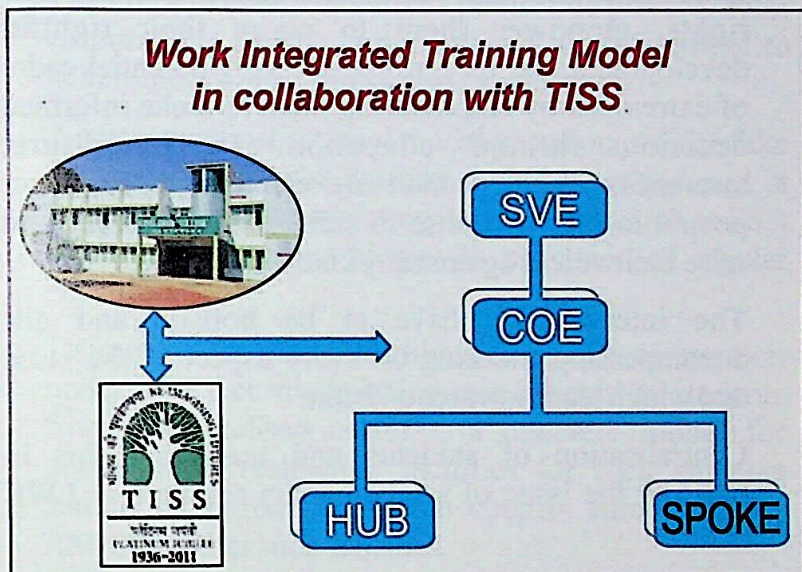
District administration engaged NMDC & ESSAR in a dialogue about their CSR commitments and ensured that they contributed back to the society from where they made their earnings.

It engaged and discussed the issues with public representatives and the communities and realized the importance and need for residential schools in such conflict torn regions, where children's safety was as paramount as their growth.

Senior officers of the state have been briefed and convinced and dovetailed their support for various aspects of the projects. Through his constant field visits and his media briefings he made sure that education was made the buzzword in the district and it became a part of day to day conscience of various implementers.

Dovetailing and engaging organizations like UNICEF and NCPCR brought in a lot of expertise into the projects and these

organizations were also able to create an atmosphere and trust among the minds of the people who had not seen anything of this magnitude before in their district.



Learnings

There has been a multitude of learning points that emerged while during the course of planning and implementing these projects;

- Education is a fundamental right and it should be available to all beyond the ideological clashes. Since education is a tool for transformation and empowerment, it is essential duty of the government and administration to provide it to every person .
- The cliché 'Pen is mightier than Sword' proves to be true in the case of LWE areas. These educational initiatives are proving to be a better solution to create awareness and empower people to impact government's will for development as well as curb extremist activities as it brings generational change.

- LWE areas have a development deficit of decades and the situation will not change overnight. Sustained efforts are needed for enabling people to exercise their rights, empower them to claim their rightful development and for curbing the very potential cadre of extremists by empowering them to make informed decisions through education. Thus exposure, awareness and education are essential to empower people in the real sense to stand for themselves and raise their voices against any kind of injustice.
- The interventions have to be holistic and all-encompassing focusing on every aspect of the issue and which leads towards a vision.
- Centralisation of students and teachers helps in tackling the issue of scarce human resource in LWE areas.
- Convergence between departments and schemes allows in delivering better outputs.
- Since there is a huge lag in the awareness levels of the people in this region, demonstration becomes very important to convince them and seek their support. Once the people realise the importance of an initiative, they support it irrespective of pressures from any quarters.
- Residential facilities for out of schools children are a non-negotiable along with provision of education in this region at least till an environment conducive for education is shaped in this region and as the poor families cannot afford to spend on their child's stay and food.

- Institutionalising initiatives into the regular forms of service delivery ensures sustainability.

- The funds in CSR's of various public and private sector corporations can be better utilised to supplement to government's or administration's efforts.

- A permanent institutional model based on projects like Tamanna and Nanhe Parinde should be introduced in the country by incorporating it in schemes such as SSA as they are essential alongwith provision of regular education.

- To improve the effective utilisation of 25% reservation under RTE Act in admission into schools by students from marginalised sections, a concrete model for provision of residential facilities for such students should be introduced in the country through SSA, RMSA or other such schemes.

Conclusion

All the above-mentioned educational initiatives are holistic and are collectively moving towards changing the educational canvas of the district and empower the local people. These initiatives have brought tremendous results both in education with around 40,000 students taking benefits of the initiatives as well as in the development of the region by addressing the acute need of educated and trained manpower in various sectors.

Convergence of various resources; both physical and human, govt. dept and schemes and funds from various sources has been the exceptional feature in all the initiatives. The funds have been used from sources like IAP, SSA, Tribal Dept., BRGF, MGNREGA, CSR Funds of NMDC and ESSAR, etc. All the stakeholder's are in a win-win situation

through these initiatives. Sustainablity of the inititatives has been ensured by institutionalising the initiatives in the form of different projects.

Although education is the fundamental right of every person, these initiatives also directly impact the section of population which in absence of education and gainful employment have no or little voice to raise and demand development from the government or form as a probable cadre base for extremists. Thus, this will help on one hand in empowering people to demand development from the system that has been relatively passive and on the other hand also curb the activities of extremists in the coming future when the benefits of these projects will start progressing out in full swing.

Providing education and improving literacy are key functions of district administration but ensuring that poorest of poor and the most disadvantaged sections of the society are brought from darkness to light in such conflict torn region requires special efforts and initiatives. Education which is taken for granted was made a critical arm of social reengineering and delivery mechanisms were put in place so that no child at any level is deprived from the benefits of evolving India. Attention has been paid to cater to the marginalised sections like Tribals, girls, children affected with violence by extremists, etc. Out of the total students, around 91% belong to tribal families, around 46% students are girls, and around 81% students are affected directly or indirectly with the conflict scenario.

Owing to the large-scale complete residential facilities the nutritional levels of the children in this area are improving. They get timely 4 meals everyday (including breakfast) and are connected to instant medical facilities.

The fact that the retention ratio, enrollment ratio and pass percentage improved at a very high rate and there was demand for such initiatives on a larger scale proves that the beneficiaries were realizing the benefits of the initiatives and were egging to be a part of it. Increased enrollment of children in science based group after 10th standard and registration of unemployed youth in hordes for skill development only testifies that the beneficiaries were realizing the qualitative and quantitative change in the education system prevailing in the district.

Re-imposing the faith in the system has been a major outcome of these initiatives, whereby people from interior villages would come to the district collector with their demands regarding education has bridged to a large extent the gap between the government and the people.

The projects are easily replicable in various parts of the country and more importantly in areas affected by conflict and distress. There are still various parts in the country which have similar conditions like Dantewada where exposure and education standards are in their infancy. The efforts can prove as reference points for administration of such areas. The initiatives have proved its worth for the LWE areas with other LWE districts such as Sukma and Bijapur adopting initiatives like Livelihood College, Chhoo Lo Aasman, etc. These efforts have also been praised by esteemed ministers and officials from Govt of India and Govt. of Chhattisgarh alike. The Education City has been selected as one of the 100 innovative infrastructure projects by KPMG whereas the Hon. Chief Minister of Chhattisgarh has officially declared to start a Livelihood College like institution in every district of Chhattisgarh based on Dantewada model.

महात्मा गाँधी जी पर मल्टी मीडिया का निर्माण और उसका लोकार्पण

डॉ वसुधा गुप्ता, IIS



Dr. Vasudha Gupta
IIS (1989 Batch)

डॉ. वसुधा जी ने सिविल सेवा में आने से पूर्व दिल्ली के सर्वाधिक प्रतिष्ठित महाविद्यालय SRCC में पढ़ाया एवं सेवा के दौरान IIT दिल्ली से डॉक्टरेट की डिग्री प्राप्त की। इनको प्रभावी एवं निष्पक्ष प्रशासक के गुण परिवार से ही विरासत में मिले हैं। इनके पिताजी दिल्ली सरकार में योग्य प्रशासक के रूप में जाने जाते थे। इनकी बड़ी बहन भी भारत सरकार में उच्च पद पर कार्यरत है। लिखने–पढ़ने में इनकी विशेष रुचि है।

वर्ष 1999 महात्मा गाँधी जी पर मल्टी–मीडिया का निर्माण और उसको रिलीज़ करना–

एक मल्टी–मीडिया इंटरएक्टिव सी डी जिसमें गाँधी जी के लगभग 670 मूल चित्र हैं, 30 मिनट से अधिक की उनकी मूल ध्वनि और 40 मिनट से अधिक कार्यो के 100 वाल्यूम शामिल हैं, उन्हें भारत सरकार के प्रकाशन विभाग में सम्पादन के रूप में मूर्त रूप दिया गया व निष्पादित भी किया गया जिनमें ये परिंयोजनाएँ शामिल हैं–

1. इस सामग्री को प्रथम बार डिजिटिकृत किया गया और इसलिए इस राष्ट्रीय धरोहर को बनाए रखने की आवश्यकता है।

2. इस संकलित कार्य का डिजिटीकरण करने से गाँधी जी के कार्य तक आसानी से पहुँच बनाने और इसके संदर्भ से बाहर उद्धृत करने की गुजांइश को कहीं कम किया गया है।

3. इसके द्वारा युवाओं और विश्व को गाँधी जी कि कृतियों और विचारों को उनसे परिचित माध्यम से जानकारी दी गयी।

4. 1998–1999 में यह वास्तव में एक चुनौती थी क्योंकि टेक्नोलोजी का विकास नही हुआ था और सरकार इतनी टेक्नोलोजी से परिपूर्ण नहीं थी। इसके अलावा 400 पृष्ठ वाले 100 वाल्युमों का डिजिटिकरण भी एक भारी भरकम कार्य था जिसमें टाइप सैटिंग, प्रूफ रीडिंग, और संकलन किया जाना शामिल था। माइक्रोसॉफ्ट का सर्च इंजन प्रथम चरणों में था और इसलिए इस मल्टी मीडिया इंटरएक्टिव सी डी के लिए अपेक्षित सॉफ्टवेयर सी डी के भाग के रूप में उपलब्ध कराया गया और उन दिनों में यह एक नयी अवधारणा स्थापित हुई।

5. इस कठिन कार्य के सम्पन्न होने से एक संतुष्टि हुई है कि अब हम इस धरोहर को संभाल कर रख सकते है। हम यहाँ तक यह बात कह सकते हैं कि आज की युवा पीढ़ी गाँधी जी में रूची दिखाने लगी है। भारत सरकार का डिजीटिकरण और ई–प्रकाशन के प्रति 1999 में यह सर्वप्रथम प्रयास रहा।

6. इस कार्य में जिन समस्याओं का सामना करना पड़ा वे थीं अवधारणा के बारे में वरिष्ठ लोगों को विश्वास दिलाना, विभिन्न एजेन्सियों से मूलभूत जानकारी प्राप्त करना, गाँधीवादियों को समझाना बुझाना क्योंकि वे इस प्रकार के विचार के बिल्कुल विरूद्ध थे, अफसर शाही बाधाओं का सामना करना क्योंकि ई–प्रकाशन के संबंध में कोई उदाहरण मौजूद नहीं था। उस समय के प्रचलित नियमों के

अनुरूप ऐसी अवधारणा के बिल्कुल विरूद्ध वित्तीय प्रावधान का न होना और इससे बढ़कर उन दिनों में कनिष्ठ और वरिष्ठ बुद्धिजीवियों द्वारा पूर्णतया दबाव बनाना क्योंकि उन दिनों में उनके कार्य में गुणात्मक वृद्धि हो जाती है।

वर्ष 2007 में आकाशवाणी की बहुभाषी वेबसाइट की शुरूआत किया जाना

1. वर्ष 2007 में एक वेबसाइट समाचार–न्यूज ऑन ऐयर.निक. इन को मूर्त रूप दिया गया और उसे डायरेक्ट न्यूज सर्विस ऑल इण्डिया रेडियो के रूप में शुरू किया गया।

प्रमुख परियोजनाएँ :

(क) जो समाचार प्रसारित होते थे वो बुलेटिन के साथ ही समाप्त हो जाते थे और ऐसा कोई तंत्र नहीं था जिससे आप अपनी सुविधा के अनुसार सुन सकते थे।

(ख) देर रात्री के समय क्षेत्रिय भाषा के बुलेटिन प्रत्येक व्यक्ति को विशेष रूप से विदेश में रहने वाले भारतीय समाज को उपलब्ध नहीं होते थे।

(ग) न्यूज सर्विस डीविज़न से बढ़कर प्रादेशिक समाचार यूनिटों को उपलब्ध टेक्नोलोजी के साथ अंगीकृत किया जाना अपेक्षित था।

(घ) किसी भी अवस्था में इलेक्ट्रोनिक माध्यम का होना, कम से कम दी गयी अवधि के लिए बेहतर और सवंर्धित पहुँच तथा उसकी संभाल के लिए अपेक्षित था।

समयबद्ध तरीके से सूचना के वॉल्यूम को अपलोड किया जाना एक प्रमुख चुनौती थी। समाचार सेवा प्रभाग के तहत

एक स्थान पर 45 प्रादेशिक यूनिटों, दिल्ली से 150 बुलेटिनों से अधिक जिनमें प्रादेशिक भाषाओं सहित अन्य करन्ट अफेयर्स प्रोग्राम शामिल है, जिनमें 20 घण्टों से अधिक नियमित रूप से ऑडियो शामिल करने की अवधारणा प्रोद्योगिकी तथा सम्पादकीय और पर्यवेक्षण मुद्दों की दृष्टि से भी भरकम कार्य था।

उस समय भारत सरकार ने गतिशील वेबसाइट कॉमन नहीं थी और प्रशासनिक दृष्टि से यह एक चुनौतिपूर्ण कार्य था।

2006–07 में सरकारी प्रणाली में समाचारों का प्रचार प्रसार के माध्यम समझ से परे था। दस माह कि अवधि से भी कम समय में 10 मीलियन हिट्स से अधिक वेबसाइट कांउटरों का होना यह अपने आप में इस प्रणाली की उपयोगिता और आवश्यकता का द्योतक है।

इस बात से बहुत संतोष हुआ है कि आकाशवाणी न्यूज ने बदलती प्रौद्योगिकी के साथ संतुलन बनाए रखा। बुलेटिनों के लिए नियंत्रित तंत्र स्वतः ही किसी भी स्थान पर कहीं भी विश्व में सुना जा सकता है और उन्हें कायम रखा जा सकता है।

भारतीय मौसम विज्ञान विभाग का पुनर्द्धभव और रि–ओरिएंटेशन किया जाना ताकि इसे 2009–12 में अन्तराष्ट्रीय मानकों के अनुरूप बनाया जा सके

मौसम की भविष्यवाणी कि सत्यता का सुनिश्चित करना और इसकी पहुँच को सर्वसाधारण और विशिष्ट रूप से इसकी विशिष्ट उपयोगिताओं जैसे नागर विमान और रक्षा सेवाओं को सुलभ कराना।

महत्त्वपूर्ण परियोजनाएँ–

1. भारतीय मौसम विज्ञान विभाग अपनी मौसम संबंधी गलत भविष्यवाणी के लिए विख्यात था।

2. इसके दो कारण थे–

   (क) अपने को तकनीकि दृष्टि से उन्नत न करना

   (ख) अनुसंधान की दृष्टि से मानव संसाधन प्रबंधन के संबंध में पूर्णता असफल रहना।

3. इस दिशा में कोई भी प्रयास नहीं किया गया जिसका कारण था विभिन्न यूनियनों से यथा स्थिति बनाये रखने के लिए दबाव का होना और प्राधिकारियों का रवैया ठीक न होना।

4. ऐसे माहौल का होना जिसमें कोई कार्य नहीं, कोई जिम्मेदारी नहीं, और कोई पहल भी नहीं थी।

5. आर्थिक और रणनीतिक निर्णयों के लिए अनिवार्य इनपुट के रूप में मौसम संबंधी भविष्यवाणी और अनुमान बहुत ही ऊँचे रहे।

   सही मौसम संबंधी भविष्यवाणी और अनुमान की जटिलताएँ न केवल भारत तक ही सीमित है, बल्कि यह अन्तर्राष्ट्रीय तौर पर भी विद्यमान है।

   यह एक कठिन कार्य था क्योंकि टेक्नोलोजी के अतिरिक्त, अनेक मानव संसाधन भी इसमें सम्मिलित थे। भारतीय मौसम की विभाग प्रशासन पर एक पूर्ण अनुसंधान किया गया जिसमें प्रशासनिक नियम, विनियम और प्रक्रियाएँ भी शामिल थीं, प्रशासन की ओर से समाधानों का आंकलन किया गया और कार्ययानवित किया गया। डी.ओ.पी.टी.,

विज्ञान और प्रोद्योगिकी विभाग मंत्रालय आदि जैसे सरकारी विभागों से गलत अर्थ निकालने से कठिनाइयाँ बढ़ती गईं। इन प्रयासों के परिणाम पब्लिक डोमेन पर सुलभ हैं।

सभी मायनो में वास्तविक योगदान के रूप में एक महान संतुष्टि की अनुभूति हुई है। अंततः भू–प्रणाली वि. संगठन (ई.एस.एस.ओ.) को इसरो (आई.एस.आर.ओ.) की तरह ही मान्यता प्राप्त हुई है।

THINGS ARE INDEED CHANGING

Madhukar Kumar Bhagat, IRS



Madhukar Bhagat
IRS (1995 Batch)

मधुकर भगत जी सिविल सेवा में आने से पूर्व 12वीं कक्षा के बाद ही SCRA सेवा में चयनित होकर प्रशिक्षण प्राप्त कर रहे थे (जिस सेवा से साधरणतया सिविल सेवा में आने से प्रशिक्षुओं को पूर्ण रूप से हतोत्साहित किया जाता है)। साथ ही सिविल सेवा के चयन के समय भी इन्टरव्यू बोर्ड का मत उनको उस रेलवे की सिविल सेवा में रखने का ही रहता है। किन्तु अपनी कुशाग्र बुद्धि के कारण इंटरव्यु में 300 में से 246 नम्बर प्राप्त करके राजस्व सेवा 1995 में प्रवेश किया। आज वे एक अत्यंत कुशल राजस्व अधिकारी के रूप में कार्यरत हैं। इन्होंने कार्यकाल के दौरान ही राजस्व सेवा से संबंधित कई पुस्तकें लिखी जिनमें से कुछ पुस्तकें सिविल सेवा की तैयारी करने वाले प्रतिभागियों के लिए भी हैं।

मधुकर जी एक अच्छे कवि भी हैं और इनकी पत्नी भी राजस्व सेवा में ही 1996 Batch की ऑफिसर हैं।

As I sit down to recollect the incident and to pen down my memories of it, I ask myself; is it really a remarkable experience of my professional career and is it worth sharing with others? I reckon that the incident or my handling of it may not be quite a remarkable one or even remotely my most momentous contribution by any yardstick, in otherwise long and satisfying career. However, the incident was indeed an eye opener to the systemic apathy and to the plight of common citizens. It also helped me to realise as to how some

degree of sensitivity and initiative can go a long way in ameliorating the plightof ordinary citizens and restoring their faith in the government systems. Thus the incident may be worth sharing.

As a young Deputy Director of Investigation of Income-tax, posted in a state capital, I was entrusted with the challenging work of conducting search and seizure operations and other important and sensitive investigations. Amongst multifarious duties assigned was also the task to release seized jewellery and other valuable materials lying in custody of the Income-tax department in its strong-room or in the bank lockers. The citizens whose such items were earlier seized pursuant to a search and seizure operation, but in whose favour the Appellate Tribunal and the Courts had decided, were duly entitled to get such items released after adjustment of tax dues, if any. The process was invariably a long and an arduous one. After protracted appellate proceedings leading to a favourable decision related to his /her Income-tax assessment at the Tribunal/Court level, the citizen would approach the Commissioner of Income-tax (having jurisdiction) for passing appropriate order. This would be done after verification of the tax dues. The citizen would then approach the custodian (the post held by me) for physical release of the jewellery etc. This entire process could take seven to eight or even 10 years.

One day a citizen approached me with a similar request. The papers were complete. But I could sense some anxiety and urgency in his demeanour. On further prodding, he stated that the release of jewellery was very important to him as it belonged to his mother and were her bridal jewellery. She hadn't seen them for nearly 25 years and they were seized just a few years after her marriage. The jewellery was of great emotional value to her as they were a family heirloom

for generations.

I was surprised at the story and could not help asking the reasons for such a long delay in its release. He summarized that some family disputes, a spate of litigations and bureaucratic procedural time were responsiblethis inordinate delay. Further, for some years due to personal reasons, he could not pursue the matter. I reckoned that he did not want to embarrass me by placing too much onus of delay with the bureaucracy. He almost pleaded to have the matter expedited as it would mean a lot to his mother.

The process of release still had quite a few paper formalities to be done in my office and that of my superiors. Further, the presence of another officer was essential which was a matter of procedural safeguard. In the present case I realized that the jewellery was in one of the safe/lockers of Reserve Bank of India and not in the Department's custody. As such completing the entire formality would have taken at least a week if not a month (at the regular of pace of work).

But I gave him the date of very next day to release the jewellery. However, this was with a caveat. He was to check with me telephonically if I had managed to get all formalities cleared and all concerned officials on board. Thankfully by next day I was able to manage all clearances and persuade the officials concerned to be present and join me in the release. (Indeed not a mean feat by the bureaucratic standards). The jewellery was released. At the first sight of the jewellery, I could see tears swell up in the eyes of the old lady. She thanked me profusely emphasizing that she had lost all hope of seeing the jewllery again, partly owing to her advancing age and spate of illnesses plaguing her. I also came to know that the prompt release especially meant a lot to her as her daughter's marriage was scheduled just a few

weeks hence and she wanted to gift the jewellery to her. Later the gentleman thanked me and he could not hold his tears too.

I realized as to how often the common citizens have to be at the receiving end our governmental machinery and systemic delays. I also realized that my some degree of earnestness and promptness had managed to create a dent, albeit a small one, in the impression gathered by the gentleman that the governmental machinery was impersonal, slow and insensitive. To this day (after many years) the gentleman greets me and thanks me for prompt release, though the reminder of latter embarrases me, as I only did what I ought to have done.

The incident helped me to realise a few valuable lessons. As a Revenue official I would be discharging dual functions. These encompass implementation of the statutory provisions, investigation, searches, surveys etc. which are categorized as 'enforcement functions'. At the other end of the spectrum are functions where, what is due to the tax payer is to be delivered/given to him viz refund, appeal effect etc. The latter falls under the broad category of 'the tax payer services'. While discharging one's former duties, a Revenue official needs to be firm, fair but courteous. Firmness is essential to effectively implement the law. Fairness is crucial so as not to be unjust to the citizen and courtesy is a necessity of social discourse, and dignity of an individual. However, while discharging the tax payer services, one's conduct must be of empathy, sensitiveness and promptness. A feeling of ego or the trappings of authority must be eschewed altogether at this juncture.

I reckon that the gentlemen in the anecdote ,was pleasantly surprised and thankful at the empathy and promptness

displayed. The experience above would apply to many other organized services, statutory functions and public duties. **As a government servant we often have duality of duties to be discharged. On one hand are the enforcement of legal and administrative compliances to be done by the citizens, while on the other are the provision of certain services to the citizens. Both cannot be approached with same sternness or with an inexorable rule like firmness. While approaching the former, firmness must be coupled with fairness without which the law itself would become tyrannical. In the latter, citizens concerns and genuine demands must be met with empathy, sensitivity and promptness. As officials grappling with, targets, pressures and constraint of resources, we may not be able to redress the grievances or meet 100% the citizen's demands (although that should be our ideal goal). However, a sincere endeavour to do our best must be there.** Citizens are equally pained at the lack of sincere effort on part of the officials and not merely at the delay or lack of delivery of justice and services.

I am sanguine that the future is bright and things are changing fast and shaping up for the better. Just as I pen the concluding lines I receive a mail on my mobile phone which intimates that my Income-tax refund has been determined and processed and to find attached the payment advice. I open the attachment and almost exclaim, 'But I filed my Return not even a month ago; wow!'

Things are indeed changing.

THE TALL BOY WHO DIDN'T PLAY

Yogesh Choudhary, IPS



Yogesh Chaudhary
IPS (1995 Batch)

योगेश चौधरी जी भोपाल के रहने वाले है। इन्जीनियरिंग करने के पश्चात 1996 में पुलिस सेवा से मध्य प्रदेश कैडर में प्रवेश किया। इनकी मृदुभाषी, विनम्र एवं ईमानदार पुलिस अधिकारी की छवि सभी स्थानों पर रही। जहाँ भी वे रहे, चाहे वह सागर हो, भोपाल हो और या फिर इंदौर।

I was posted as the Commandant of an SAF Bn in 2001, when was made in-charge of a recruitment exam for constables for the first time. In my five-year old service, I had often heard about the process being a risky task, involving lot of political pressures and accusations of corrupt practices, which were often true too. The so-called 'smart' officers termed it as avoidable and prescribed means for that too. I personally felt and still do with full conviction that this is one of the biggest service to the society, an IPS officer does, by giving a chance to deserving and poor people for espousal of their grief.

The first recruitment taught me so many lessons, about the conditions of people, the desperations of unemployment, the innovative tricks and ploys people employ to extract money from unsuspecting aspirants, the effect of transparency in processes and above all the faith and reverence an upright and honest system can generate. It still gives me strength to carry on righteously in my career.

There were so many stories associated with the physical tests, written exams and the interview, a phase lasting 15

days, about which I can go on. I would just narrate the most poignant one, which still makes me feel so wonderful and thankful for a chance to serve.

It was the last part of the exam and the whole committee was nearly exhausted while taking the interviews. We were appalled by the lack of even basic knowledge in some and appreciated the innocence and awareness of some others. A tall boy came during the course of interviews and I appreciated his well-built body and asked him, "So young man! You are so tall; do you play anything?" He said, "No Sir, I don't." I persisted that he could be such a good sportsman, with that physique. He looked at me with sad eyes and uttered, *"Sir, pehlekhaane ka intezamkarnapadtahai, kahaankhelen."* I was stunned for a moment and just looked at him, and could just ask, "What about your family." He replied, "Sir, my old father is a labourer and I help him with the heavy work." I saw his hands and could see them calloused and hardened more than his 20 odd years of age. He continued, "I have appeared thrice for the recruitment, working hard at my studies. But I have failed after clearing the physical and the written exams all the time. Somebody even offered me a deal in one lakh rupees for the exam, but I want to get through based on my ability only and I have faith I will." My eyes moistened listening to his struggle against poverty, unemployment and to add to it, corruption and shortcuts!

I couldn't resist myself casting a glance over his performance in the written exam, which were going to be the most deterministic factor in the selection. I felt elated to see his marks, well above average, and muttered, "Now your father would not have to break stones, ever and you can play." He asked, "I didn't get you." I smiled at him and said, "May almighty be with you. Keep the faith."

As he walked out, I could see a hint of tear in the eyes of my committee members too.

And none of us would forget the gush of tears and gratitude flowing from his eyes, when he saw the result two days later.

I am sure he has been an honest policeman and might have picked up a sport to play!

भारतीय प्रशासनिक सेवा में प्रारंभिक वर्षों की चुनौतियाँ

पंकज कुमार बंसल, IRTS



Pankaj Kumar Bansal
IAS (1997 Batch)

पंकज कुमार बंसल जी अलीगढ़ के एक छोटे से गाँव के रहने वाले हैं। IIT BHU से B.Tech. एवं IIT Delhi से M.Tech. करने के पश्चात् 1997 में तमिलनाडु कैडर में I.A.S. के नाते चयन हुआ। इनकी स्पष्टवादिता, सभी से गहरी मित्रता एवं डायनेमिक स्वभाव के कारण मसूरी I.A.S Academy में इनका उपनाम Bullet रख दिया गया। इसलिए इनके Batch के सभी लोग एवं सभी फैकल्टीज Bullet के नाम से ही पहचानते हैं। सिविल सेवा में समय–समय पर जिस प्रकार की चुनौतियों एवं जिनका व्याप पूरे देश में कहीं भी हो सकता है उस चुनौती को ध्यान में रखते हुए इनको अत्यंत सफल प्रशासक के रूप में देखा जाता है क्योंकि ये सैकड़ों प्रशासकों के साथ स्वयं प्रेरणा से आत्मीयता का संबंध लगातार बनाए रखते हैं। चाहे किसी भी पार्टी की सरकार तमिलनाडु में हो। इनकी ईमानदारी, निष्पक्षता एवं गलत काम करने वालों को दण्डित करने की क्षमता को देखते हुए हमेशा चुनौतीपूर्ण कार्य ही मिलते रहे हैं। अतः आज भी चेन्नई मैट्रो के समयबद्ध क्रियान्वयन का चुनौतीपूर्ण कार्य आपको प्रबंध निर्देशक के रूप में दिया गया है जिसमें पंकज जी पूरी ख्याति अर्जित कर रहे हैं। मेट्रो प्रोजेक्ट समय से पूर्व एवं अनुमानित लागत से कम में ही पूरा हो, ऐसा इनका संकल्प है।

जब मेरी पहली पोस्टिंग तमिलनाडु में एस.डी.एम. पोस्ट पर हुई तब उस समय सब डिविजन में एक बेहद प्रतिष्ठित **पेरूमल विष्णु मंदिर** था जिसके चारों ओर गैरकानूनी और गंदगी से भरे निर्माण आदि फैले हुए थे तथा जिनसे कमर्शियल लाभ भी उठाया जा रहा

था। मंदिर तक पहुँचना दूभर था और एक बदबूदार वातारण भी था। किंतु मंदिर की प्रतिष्ठा और ईश्वर के प्रति विश्वास होने के कारण बहुत बड़ी संख्या में दर्शानार्थी वहाँ आते थे। मुझे ऐसा लगा कि यह सारी अनियमितता बिल्कुल गलत और असंवैधानिक है तथा आज मेरे ऊपर यह जिम्मेदारी है कि मैं इसको ठीक करूं। मैंने अपने कलेक्टर साहब से इस विषय पर चर्चा की और उनसे अनुमति ली कि क्या वे इसको ठीक करने के लिए कुछ सख्त कदम उठा सकते हैं। मैंने सब अवैध निवासियों को नोटिस भिजवाए ताकि वे तय समय में स्थान को खाली कर सकें वरना कार्रवाई की जाएगी। लोगों ने इस नोटिस को गंभीरता से नहीं लिया तब मैंने शनिवार और रविवार को बड़ी मशीनें और पुलिस लगाकर, बाकी विभागों को विश्वास में लेकर एक बहुत बड़ा ऑपरेशन किया और आज उस मंदिर के आसपास खुला वातावरण है, खुले रास्ते हैं और व्यवस्थित स्वरूप में हैं।

जब मेरी अगली पोस्टिंग हुई तब मैं ए.डी.सी. नियुक्त था और तब सड़क निर्माण के बहुत बड़े कार्य मेरी जिम्मेदारी में आते थे। मुझे लगा कि इन सड़कों की गुणवत्ता ठीक होनी चाहिए। इस दृष्टि से मैंने ठेकेदारों से बात की, कि मैं निरीक्षण पर आना चाहता हूँ। एक इंजीनियर होने के नाते मुझे यह स्पष्ट जानकारी थी कि किस स्तर की सड़क की मोटाई किस प्रकार की होनी चाहिए तथा जब काम दिया जाता है तब भी सड़क की स्पेसिफिकेशन स्पष्ट रूप से लिखी जाती है। मैंने ठेकेदार से जगह जगह छोटे छोटे किंतु गहरे गड्ढे खुदवाकर उसमें स्केल रखवाकर नपवा दिया कि कितनी मोटाई की सड़क कहाँ–कहाँ निर्माण की जानी चाहिए। उस आधार पर मैंने कार्रवाही की जिसके कारण सड़क की गुणवत्ता भी ठीक हो गई और बेईमानी भी रूकी। यह कार्य इंजीनियर्स को भी नजर आ गया और उसके बाद सड़क के बनने के अंतर्गत जितने भी काम थे वह पूर्ण हुए और सड़कें मानक के अनुरूप बनी।

इसके बाद जब मैं तिरुवल्लूर जिले में कलक्टर बना तब वहाँ पूर्व राष्ट्रपति डॉ. ए.पी.जे. अब्दुल कलाम जी के नाम पर एक निजी विश्वविद्यालय चल रहा था। वह विश्वविद्यालय एक नदी के किनारे पर था जिसकी अधिकतर जमीन नदी के किनारों की जमीन को कब्जा करके उस पर बड़े–बड़े निर्माण किए हुए थे जिसके कारण प्रतिवर्ष मानसून के समय जब पानी बढ़ जाता था तब उस विश्वविद्यालय से पहले के क्षेत्र में बाढ़ का पानी घुस जाता था और नदी किनारे की गरीब बस्तियों में पानी भर जाता था क्योंकि पानी निकलने का रास्ता विश्वविद्यालय के अवैध निर्माण के कारण निकल नहीं पाता था। मैंने इस विषय पर गहराई से सोचा कि बिना यूनिवर्सिटी को नुकसान पहुँचाए समस्या कैसे सुलझे।

मैंने यूनिवर्सिटी को नोटिस भिजवाया। यह जानते हुए कि वह मुझे अदालत में खींच सकते हैं। मैंने नगर निगम पुलिस आदि विभागों को विश्वास में लेकर शुक्रवार रात को जेसीबी और बुलडोजर मंगवा लिए तथा शनिवार को ऑपरेशन शुरू कर दिया। हंगामा होना संभव था और बात मुख्यमंत्री तक पहुँच गई। मेरे पास फोन भी आने शुरू हो गए लेकिन मैंने अपना फोन बंद कर लिया और कार्रवाई जारी रखी। अगले दिन जब अखबारों में सुर्खियाँ छपी कि "गरीबों के हित में मुख्यमंत्री ने बहुत बढ़िया काम किया" तब मेरी पीठ थपथपाई जाने लगी।

इसी दौरान मैंने वीकर सेक्शन के लिए इंदिरा आवास योजना के तहत मकान भी बनवाए। जिन पैसों से एक कमरा बनना था उन्हीं पैसों में एक बड़े साइज की परछत्ती और साथ में कुछ फिक्सचर्स भी लगवाए ताकि मकान की फंक्शनल यूटिलिटी बढ़ सके और एक कमरे वाला मकान रहने योग्य तथा उसका भरपूर उपयोग भी हो सके।

यादों के झरोखे से लोक सेवा के 20 साल

उदय शंकर झा, IRTS



Uday Shankar Jha
IRTS (1999 Batch)

उदयशंकर झा जी J.N.U. से अध्ययन पूरा करके रेलवे की सिविल सेवा में 1994 में गए। तबसे अभी तक लगातार उदाहरणीय कार्य करते हुए ईमानदारी एवं प्रभावी अधिकारी के रूप में छाप छोड़ते रहे हैं। इनके अनुसार जहाँ अच्छा कार्य करने वाले को पुरुस्कृत करना चाहिए वहीं नियतन चोरी एवं भ्रष्टाचार फैलाने वालों को दण्डित भी करना चाहिए। इन्होंने अपने विषय से संबंधित रेलवे के कार्य में उत्कृष्टता लाने के लिए पुस्तकें लिखने का कार्य भी किया है।

लोक सेवा के अरमानों से आए लोगों के लिए भारतीय प्रशासनिक व्यवस्था एक चुनौतियों से भरा सफर होता है। नियमों का ताना–बाना और कानूनों का मकड़जाल एक ऐसा वातावरण तैयार करता है जहाँ कुछ लोग मौज करते रहते हैं, और आम जनता को भुगतना पड़ता है। हमारी पहली पोस्टिंग एक ऐसी जगह हुई जहाँ एक बड़े क्षेत्र के अपराधियों का बोल–बाला था और आम जनता डरी सहमी अवस्था में रहने के लिए बाध्य थी। चूंकि गुजरात में नशाबंदी का कानून है, जहाँ दारू का सेवन करना या व्यापार करना व जुआ खेलना प्रतिबंधित है। यहाँ के लोग रेलवे परिसर का उपयोग इन सभी कार्यों के लिए खुले तौर पर कर रहे थे। इन लोगों ने अपना आतंक इतना फैला रखा था कि सभी रेलवे कर्मचारी इनसे खौफ खाते थे और कोई भी इनके कामों को रोकने का प्रयास या साहस नहीं कर पाता था। कुछ कर्मचारी तो इनके साथ ही संलिप्त हो गये थे। कई लोग व्यापक मात्रा में शराब का

सेवन करने लगे थे, तो कई जुएबाजी में। इसका अप्रत्यक्ष प्रभाव दूसरे सभी स्टाफ पर भी पड़ने लगा था। ध्यानपूर्वक अपने कर्तव्य का निर्वाह न करना इनकी जीवनशैली हो गई थी। इसके बहुत सारे कुप्रभाव दर्शित हो रहे थे। आए दिन रेल दुर्घटनाएँ हो रही थीं और गाड़ियों की समयपालनता का पालन भी नहीं हो पा रहा था। इन परिस्थितियों में इन असामाजिक तत्वों को तथा रेलवे परिसर को स्थानीय पुलिस के साथ मिलकर सफाया करना एक युगपरिवर्तनकारी कदम साबित हुआ। यह सुनिश्चित करवाया गया कि जितने भी प्रमुख असामाजिक तत्व थे उन सबके खिलाफ एफआईआर दर्ज है। दिन और रात के समय किसी भी स्टेशन पर औचक निरीक्षण कर यह सुनिश्चित किया गया कि इस तरह के गैर कानूनी गतिविधि फिर से चालू होने का प्रयास तो नहीं हो रहा है। अब रेलवे परिसर में जुए का अड्डा चलाना और दारू का धंधा चलाना लगभग पूर्णतया प्रतिबंधित कर दिया गया। इन लोगों ने जितने भी अड्डे बना रखे थे उन्हें मज़दूर लगवाकर तुड़वा दिये गए और आग लगाकर जला दिया गया। इसके अलावा उन सभी कर्मचारियों के खिलाफ सख्त कार्रवाई की गई जो निरंतर अनुपस्थित होते थे या जो लोग अपने काम के प्रति लापरवाह थे। इन कार्रवाइयों का यह असर हुआ कि सभी कर्मचारियों में अनुशासन का एक जोरदार संदेश गया। फलतः रेलवे दुर्घटनाओं में काफी कमी आई। गाड़ियों का परिचालन समयानुसार होने लगा और आम आदमियों को मिलने वाली रेलवे सेवा की गुणवत्ता में काफी सुधार हुआ। फलतः पूरे इलाके में पूर्ण संतुष्टि नजर आने लगी। हालांकि इस व्यवस्था को बनाए रखने पर पोस्टिंग के दौरान अनेक बार जान से मार देने की धमकी भी मिलती रहती थी जिसके संबंध में कुछ एफआईआर भी दर्ज कराई गईं। इसी तरह के एक केस की सुनवाई लगभग 18 वर्ष बाद 2015 में कोर्ट के पटल पर आई थी।

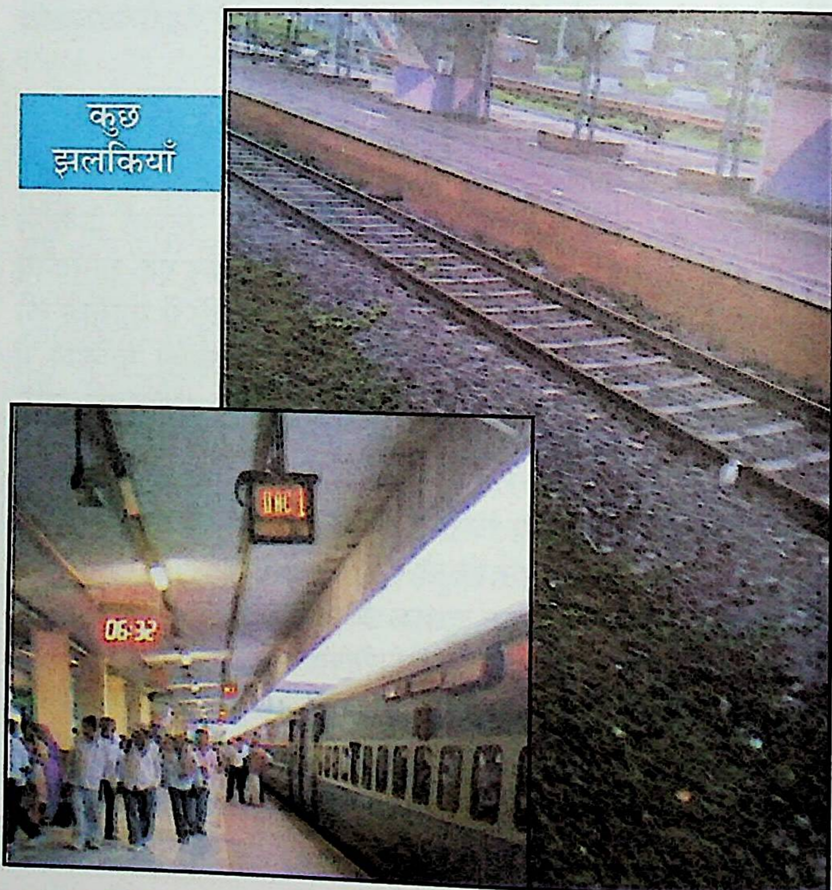
हमारी अगली पोस्टिंग भारतीय रेल के एक ऐसी डिविज़न में हुई जहाँ आधुनिकता का प्रमुख स्वरूप बिल्कुल नहीं पहुँचा था। यहाँ बड़ी लाइन तथा नई सिग्नल व्यवस्था जो रेलगाड़ियों को त्वरित गति में चलने में निर्णायक भूमिका निभाती है, प्रशासनिक वजह से नहीं स्थापित की जा सकी थी। ऐसी परिस्थितियों में यहाँ काम करना इक्कीसवीं सदी में 18वीं सदी की तकनीकि से काम करने के बराबर था। भारतीय रेल को प्रथम पीपीपी मॉडल अंतर्गत आमान परिवर्तन, जो कि सुरेंद्र नगर से पीपानाव पोर्ट को जोड़ती है, को अनुमोदित और क्रियान्वित करवाया गया। इस दौरान रेलवे में खर्च कम करने हेतु बहुत सारे छोटे स्टेशन, जो अधिकांशतः जंगलों में थे, उनको भी बंद करवाया गया और रेलवे का कार्य करना भी आसान हो गया।

हमारी मुख्यालय की पोस्टिंग ने हमें यह अनुभूति कराई कि बदलते समय में रेलवे में नए नियमों का समावेश कम हुआ है और डिजास्टर को सही ढंग से निबटने के लिए भी स्टैंडर्ड प्रैक्टिस विकसित नहीं किये गए थे। अतः इसे विकसित कर एक मानकीय स्तर स्थापित करने के प्रयास किये गए। इस अवधि में यात्रियों की बढ़ती मांगों को देखकर आवश्यकतानुसार अधिकांश गाड़ियों में चौबीस डिब्बे लगाने की प्रथा शुरू की गई ताकि अधिकतम लोग रेलवे का लाभ उठा सकें।

भारतीय रेल के वाणिज्य विभाग में हुई पोस्टिंग ने इस तथ्य को उजाकर किया कि किस तरह से सेवा निमित्त बने एक विभाग का दोहन अधिकांश लोग एक दुधारू विभाग बना कर कर रहे थे। इसमें पदस्थापित अधिकांश कर्मचारी भी इसी प्रवृत्ति के थे और इनमें से अधिकांश लोग दशकों से एक ही जगह पदस्थापित थे। अतः इन सभी लोगों को मुख्य स्टेशन से हटाकर दूरदराज के स्टेशनों पर पदस्थापित किया गया। कुछ लोगों ने ऐसी परिस्थिति में स्वेच्छा से सेवानिवृत्ति का आवेदन दे दिया और ऐसे लोगों को

यथाशीघ्र निवृत्ति भी प्रदान कर दी गई क्योंकि ये सभी लोग टिकट की कालाबाजारी से लेकर दूसरे सभी गैर कानूनी कार्यों में लिप्त थे। इन सबको हटाने के बाद कठोर अनुशासन का संदेश सभी स्टाफ सदस्यों में स्वतः प्रचारित हो गया और बहुत दूर तक व्यापक सुधार लाने में अत्यधिक सफलता मिली।

अब तक हमारी साफ–सुथरी कार्य पद्धति का संदेश बहुत जगह पहुँच चुका था। अतः मुझे अपने नए पदस्थापना पर सुधार नवीनीकरण और उन्नति की श्रृंखला आसानी से शुरू करने में कोई दिक्कत नहीं आई।



सेवा का प्रथम पाठ

ज्ञानेश्वर सिंह, IPS



Gyaneshwar Singh
IPS (1999 Batch)

ज्ञानेश्वर सिंह जी, आप उत्तर प्रदेश में लखनऊ के रहनेवाले है। हिंदी माध्यम से सिविल सेवा परीक्षा उत्तीर्ण कर पुलिस सेवा के हिमाचल कैडर में प्रवेश किया। अपने बैच में ट्रेनिंग के पश्चात जिस सर्वोच्च ट्रेनी को PM रिवाल्वर अर्वाड दी जाती है वह स्थान इन्होंने प्राप्त किया। मृदुभाषी, विनम्र एवं प्रभावी व्यक्ति के रूप में आप प्रशासन में कार्य कर रहे हैं।

सिविल सेवा में चयन किसी भी प्रतिभागी के लिए बहुत बड़ी और जीवन बदल देने वाली उपलब्धि होती है। चयन के साथ ही जीवन में जुड़ते हैं बहुत सारे स्वप्न और महत्वकांक्षाएँ। सिविल सेवा में प्रवेश करते ही आपको Position, Authority और Power का भी पहला स्वाद मिलता है। अकादमी से लेकर पोस्टिंग्स के बीच कई छोटी बड़ी उपलब्धियाँ आपकी सोच, सपनों और Goals को बड़ा करती जाती है।

सिविल सेवा के जरिए हम सब समाज की सेवा करना चाहते हैं। लगभग हम सभी ने चयन प्रक्रिया के दौरान साक्षात्कार में यदि जवाब दिया था और शायद वास्तव में हम सभी के लिए ये मुख्य मकसदों में से एक होता है। सिविल सेवा एक आम छात्र को एक बहुत बड़ा Canvas देती है जिसमें वह अपनी सीमित उर्जा से अतिरिक्त जिन्दगियों को प्रभावित कर सकता है और इसी उद्देश्य के लिए अंग्रेजों के समय की Imperial Police (IP) को

Indian Police Service (IPS) में परिवर्तित किया था। यह सत्य है कि यह सेवा का सर्वोच्च अवसर है। परन्तु नई सफलता के रसास्वादन में, नई जिम्मेदारियों के बीच यह उद्देश्य हमारी प्राथमिकताओं में कब पिछड़ जाता है हमें पता नहीं चलता।

यदि मैं अपना अनुभव साझा करूँ तो मैंने पाया है कि जिंदगी कभी–कभी बड़ी सीख बहुत सरलता से किसी छोटी सी घटना के माध्यम से सिखा देती है। बल्कि मैं यह कहूँगा कि छोटी–छोटी बातों में ही बहुधा महत्त्वपूर्ण और जीवन के निर्णायक पहलू छुपे होते हैं।

मैंने हाल ही में राष्ट्रीय पुलिस अकादमी (NPA) हैदराबाद से बेसिक ट्रेनिंग (Phase-I) पूरी की थी। NPA और LBSNAA में Best Officer Trainee होने के नाते मेरे DGP ने मेरे अभ्यास को देखते हुए मुझे J & K से लगे चम्बा जिले में Phase-II Distict training के लिए भेजा। उनका ऐसा मानना था कि 90 के दशक की आतंकी घटनाओं से प्रभावित हिमाचल के Officer को Anti Terrorism के लिए Train करना जरूरी है।

सौभाग्य से चम्बा छोटा जिला होने के कारण काम को बारीकी से सीखने को मिला। ट्रेनिंग के दौरान मुझे चंबा सदर थाने के साथ Attach कर दिया गया। मैं उस थाने से संबंधित सभी कार्यों/मुकदमों आदि में काफी रुचि लेकर काम सीखने लगा। एक दिन थाने से वापस आते समय एक वृद्धा मुझे मिली जो कि तीन दिन से थाने के चक्कर लगा रही थी। उसकी झुग्गी से किसी ने उसके बर्तन व अन्य गृहस्थी का सामान चुरा लिया था। उसकी कोई सुनवाई न हो रही थी। थाने के दिनचर्या में न ही उसकी बेबसी का कोई महत्त्व था न और ही ऊपर से कोई फोन उसके लिए आया था। FIR तो दूर की बात, कोई उसकी बात सुनने को भी राज़ी नहीं था।

मुंशी से पूछने पर पता चला कि SHO साहब ने कहा है कि पहले ही बढ़ी हुई चोरियों के कारण चोरी इत्यादि के मुकदमे 'हाथ रोककर' दर्ज करें। मेरे द्वारा इस मामले में रूचि देखते हुए छोटे दरोगा ने टिप्पणी दी कि साहब हर जगह अवैध कब्जा करके लोग झुग्गी डाल लें और फिर उस तीन तरफ से खुली झुग्गी को पुलिस सुरक्षित करती घूमे? मैंने पूछा कि क्या वे अपना महल छोड़कर खुशी से झुग्गी डालने निकली होगी। और झुग्गी की वैद्यता पर–प्रश्न चिह्न होने पर क्या किसी को चोरी का अधिकार मिल जाता है? इस पर सकपका कर दरोगा जी ने सुझाव दिया कि साहब इसके कुल बर्तन आदि 800–900रु. के होंगे। आप कहें तो इसे 100–200 रु. देकर भेज दें बेचारी को, कहाँ दर्ज करें हर मामूली केस को।

वृद्धा रोकर बोली बेटा मेरी पहुँच कहीं भी नहीं है। जो तुम सब लोगों के लिए मामूली बात और छोटी रकम है वह मेरे जीवन भर की कमाई और मेरा सबकुछ है। यह बात मेरे दिल में चुभ गई। उसी समय उसकी शिकायत पर FIR दर्ज की गई और मैंने उससे वादा किया कि माता जी हम पूरा प्रयास करेंगे। उसी समय SHO को भी फोन पर बताया कि यह केस मैंने दर्ज कराया है इसके लिए हर सम्भव प्रयास किए जाएँ और मुझे दैनिक स्तर पर प्रगति बताई जाए।

यह थोड़े वर्षों के बाद समझ आया कि प्रशासक और पुलिस जो ठान ले वह कर सकती है। यह तो मामूली सा केस था। छोटी जगह थी, तीन दिन के भीतर उस वृद्धा का सभी सामान बरामद हो गया और उसे सौंप दिया गया। मेरा धन्यवाद करते समय उसने मेरे पैर छूने चाहे तो मैं पीछे हट गया कि आप मेरी माँ की उम्र की हैं। उसने अपना आंचल फैलाकर ईश्वर से मेरी लंबी उम्र मांगी और आर्शीवाद दिया कि यहीं रहते–रहते ईश्वर तुम्हें जल्दी ही एक बेटा देंगे। मैं हँसा कि माँ जी चंद महीने की ट्रेनिंग के बाद मेरा

तबादला जो जाएगा। वृद्धा बहुत खुश थी। **यूँ तो उसके पास देने को कुछ भी न था पर वो बहुत कुछ दे गई।** बात आई–गई हो गई। नौकरी के दौरान आप कुछ न कुछ छोटा–बड़ा काम करते ही रहते हैं और लोगों की शुभकामनाएँ एवं दुआएँ भी आपको मिलती रहती है। रोजमर्रा की व्यस्तताओं में मैं उस वृद्धा को भूल गया।

चंद महीनों में मेरी ट्रेनिंग समाप्त हुई। उसके पश्चात मेरी सहायक पुलिस अधीक्षक के रूप में पोस्टिंग भी इत्तफाक से चंबा जिले में ही हो गई और पुनः कुछ माह के बाद तबादला डलहौजी हो गया। इसी बीच परिवार में एक सदस्य के जुड़ने का भी वक्त आ चला था अतः Under Transfer रहते हुए हमने चम्बा में ही रहकर आवश्यक सर्जरी करानी उचित समझी। सीमित स्वरूप सुविधाओं के बीच एक बड़े आपरेशन के बाद हमें हमारा बेटा मिला। समस्त परिवार के लिए काफी राहत और हर्ष का विषय था।

सभी लोगों ने बहुत–बहुत बधाइयाँ दी परंतु घर पर एक आगन्तुक ने आकर हमें चकित कर दिया। यह वही वृद्ध महिला थी जो आज इतनी खुश लग रही थी कि जैसे उसी के परिवार में ही कोई संतान पैदा हुई हो। वह नम आंखों से बोली देखा बेटा ईश्वर ने मेरी दुआ सुन ली। हम गरीबों के पास दुआओं के सिवा और है ही क्या, पर हम दिल से दुआ देते हैं तो भगवान जरूर सुनता है। मैंने कहा था कि तुम्हारे यहीं रहते बेटा होगा... उस दिन तुमने कहा था कि तुम तो दो–तीन दिनों में जाने वाले हो पर देखा ईश्वर ने मेरी दुआओं की लाज रख ली.... वह फिर ढेरों आशीष देती रही।

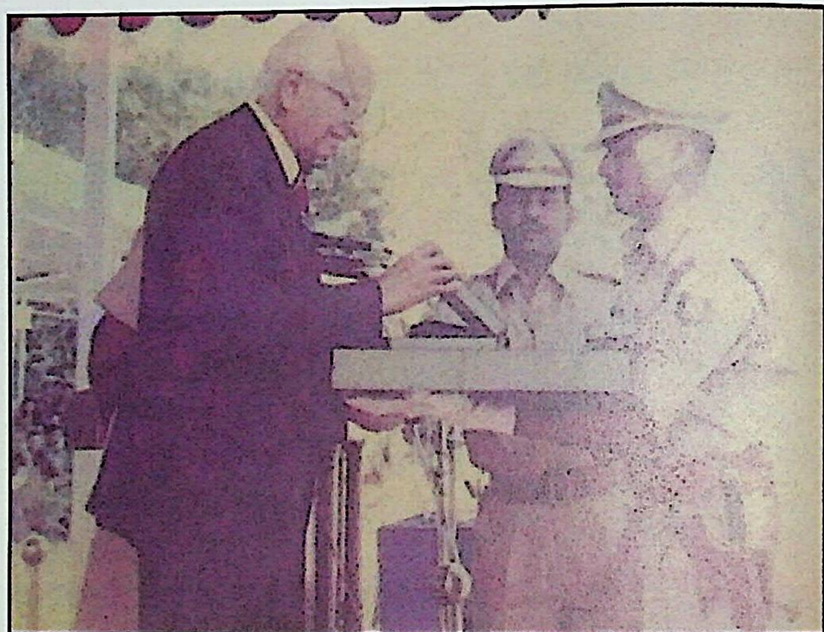
सारे प्रकरण में मैं आवाक खड़ा यह सोचता रहा कि क्या मैं उस वृद्धा के लिए इतना महत्त्वपूर्ण था कि वो साल भर तक अपने आर्शीवाद के फलीभूत होने का इंतजार करती रही! वह हमेशा पता लगाती रही और बेटा होने पर वह घर ढूंढते हुए आ पहुँची। नियति

ने भी उसके दिल से दी गई दुआओं को पूरा होने तक मुझे चम्बा में रोक कर रखा।

मैंने उसके लिए क्या ऐसा विशेष किया था। मैंने तो सिर्फ अपना फर्ज़ निभाया था। उसकी बात सुनी थी, एक गिलास पानी पिलाया था। उसकी FIR होने में 15 मिनट का समय दिया और SHO को एक Phone – यह सब सामान्य था पर शायद उसके लिए बहुत कुछ था जिसका सब कुछ छिन चुका था। क्या हमारी थोड़ी सी संवेदनशीलता किसी के जीवन को इतना प्रभावित कर सकती है! मैं ठगा सा खड़ा सोच रहा था और सोचते–सोचते जीवन के इस सेवा के पहले पाठ ने मुझे कुछ क्षणों में ही परिपक्व बना दिया। समय रहते हुए किसी पीड़ित को ठीक से सुन लेना, उसकी पीड़ा को महसूस करना, आधे मिनट का कोड, एक लाइन का आदेश.... एक पीड़ित को कितनी राहत देगा इसकी कल्पना आप तब तक



Award for the Best Officer Trainee of 66th Foundation Course 1999
at LBS Academy of Administration, Mussoori
Awarded for Gyaneshwar Singh, IPS by Shri C.B. Vidyasagar Rao
(Union Minister of State for Home Affairs).



Award of the Prime Minister's Baton & Home Minister's Pistol for the Best Officer Trainee of 1999 Batch of IPS (S2 RR) at National Police Academy, Hyderabad Awarded to Gyaneshwar Singh, IPS, by Padam Bhushan K.F. Rustamji, I.P. (Retd.)

नहीं कर सकते जब तक आप उस की जगह स्वयं परेशानी से गुजरे न हों।

निश्चित ही हम सब बहुत बड़े और महत्त्वपूर्ण ध्येय के लिए इस नौकरी में आए हैं। राह में इस छोटी–छोटी सेवाओं के मौके हमें नहीं गंवाने चाहिए। इन छोटी–छोटी खुशियों में भी एक नशा है। जो हमारे लिए बहुत मामूली और नगण्य है वो शायद किसी गरीब लाचार, जिसका कोई पैरोकार नहीं है, उसके लिए सब कुछ हो सकता है। सेवा का यह प्रथम पाठ LBSNAA/NPA के किसी भी पाठ से कम महत्त्वपूर्ण व दीर्घगामी न था।

जय हिन्द!

सारांश

पवन कुमार शर्मा, IAS



Pawan Kumar Sharma
IAS (1999 Batch)

श्री पवन कुमार शर्मा जी दिल्ली के एक गाँव के रहनेवाले है। पिताजी अध्यापक है। दिल्ली कॉलेज ऑफ इंजीनियरिंग से B.Tech. करने के पश्चात् डॉक्टरेट की उपाधि प्राप्त की है। 1999 बैच तथा मध्य प्रदेश कैडर के I.A.S. हैं। अपने अच्छे एवं प्रभावी कार्यों के लिए प्रदेश में जाने जाते हैं। ग्वालियर Municipal Corporation में साईकिल से दौरा करने वाले आयुक्त के नाते और नवयुवकों के साथ क्रिकेट खेलने वाले प्रशासक के रूप में भी आपकी पहचान है। सभी पार्टियों की सरकारों में आपके काम की प्रशंसा होती रही है। विद्यालयी शिक्षा में भी आपका प्रशंसनीय योगदान रहा। वर्तमान में दिल्ली नगर निगम एवं दिल्ली सरकार में जिम्मेदारी निभा रहे हैं। व्यस्ततम दिनचर्या के बावजूद भी स्वाध्याय करना इनका स्वभाव है।

अनुसूचित जाति तथा अन्य पारम्परिक वनवासी (वनाधिकार मान्यता) अधिनियम, 2006, 3 दिसंबर, 2007 को अधिनियमित और लागू किया गया। भारत सरकार ने जनवरी 1, 2008 को इस अधिनियम की कड़ी होने अन्तिम अधिसूचना के साथ शुरूआत की। मध्य प्रदेश सरकार ने इन नियमों की अधिसूचना से पूर्व ही उसे प्रारम्भ किया, तथा विभागों, (राजस्व, आदिवासी वन पंचायत आदि) के अधिकारियों को मास्टर ट्रेनर के रूप में अधिसूचना लागू होने से पूर्व ही प्रशिक्षित किया।

छिंदवाड़ा राज्य में सबसे बड़ा जिला है जिसमें 4 आदिवासी ब्लॉक हैं और 34.66 आदिवासी आबादी हैं। अधिनियम के विभिन्न

प्रावधानों के अनुसार मध्य प्रदेश सरकार के निर्देशानुसार, अधिनियम का छिंदवाड़ा जिले में कार्यान्वयन शुरू हुआ। जिला स्तर समिति (डी.एल.सी.1) उस प्रभागीय समितियां (एस.जी.एल. सी.6) और वनाधिकार स्थिति (वी.एल.सी.1934) ग्राम स्तर पर गठित की गई। 20 हजार वनाधिकार समिति सदस्यों, 18 जनपद सदस्यों, 3 जिला पंचायत सदस्यों, 11 सी.ई.ओ. जनपद, 6 उपमण्डल वन एवं राजस्व अधिकारियों तथा विभिन्न जिला स्तर के अधिकारियों को प्रशिक्षण देना एक चुनौतिपूर्ण कार्य था लेकिन इसे क्रियान्वित समय के भीतर पूरा कर लिया गया। पी.डी.ए. सर्वेक्षण दलों का गठन किया गया और उन्हें प्रशिक्षित किया गया। शैक्षिक और संचार संबंधी गतिविधियां बड़े पैमाने पर शुरू की गई। मीडिया को बुलाया गया, सूचना शिविर लगाए गए। प्रयास यह रहा कि जागरूकता कार्यक्रमों के माध्यम से दुर्गम क्षेत्रों तक पहुँच बनाई जा सके। समाजिक और चुने हुए प्रतिनिधियों को शामिल करने से इस समूह के प्रयास को बल मिला। समूची जिला टीम को और संवेदी बनाया गया और इसे मिशन मोड में पूर्णतया प्रोत्साहित किया गया।

इन पहलों से कुल 6105 (5037 निजी और 1068 समुदायों) के दावे स्वीकृत किए गए और जिले में टाइटल डीड्स का वितरण किया गया। टाईटल डीड्स के साथ विभिन्न विकासात्मक स्कीमों का संगम इस जिले की स्वयं की गई पहल थी। भूमि को कृषि की दृष्टि से और अधिक उत्पादन वाली बनाने और टिकाऊ आजीविका के लिए निशुल्क बीज वितरण, भूमि विकास कार्य और (मनरेगा के तहत) कुओं और जल पम्पों का वितरण किया गया। कनवर्जेन्स माडल की सहजता और प्रभावशीलता को देखते हुए माननीय मुख्यमंत्री ने 11 नवम्बर 2010 को छिदंवाड़ा जिले में जुनारदेव जनसभा में इस कनवर्जेन्स माडल की घोषणा की।

इसी प्रकार आदिवासियों को समुदाय केन्द्रित जीवन शैली के महत्त्व की सराहना करते हुए समुदाय प्राप्त अधिकारों के वितरण को बड़े पैमाने पर शुरू किया गया। इन समुदाय अधिकारों को निस्तार, लघु वन उत्पादों के एकत्रण, मत्यस्यन, घास चराने, हाट बाजार, पूजा स्थलों के संदर्भ में स्वीकार किया गया है। कुल 1068 (आवेदित 1072 में से) समुदायिक अधिकारों को स्वीकृत और उनके टाइटल डीड्स को वितरित किया जा चुका है। उनके दिमाग में इन नियमों की मान्यता से प्रचुर सकारात्मकता पैदा हुई है। छिंदवाडा जिला, समुदायिक अधिकार पट्टों के वितरण के लिए राज्य में प्रथम दर्जे पर स्थान रखता है।

विभिन्न सुलभ कारणों की वजह से छिंदवाडा जिला वामपंथी चरमपंथ (लेफ्ट विंग एक्सट्रीमिज़्म) से प्रभावित है। अमरवाड़ा और हराई ब्लाकों के आदिवासियों में उनके वनाधिकारियों की अनदेखी की वजह से असंतोष की लहर पर तत्काल ध्यान देने की जरूरत है। टाईटल डीड्स का अन्य विकासात्मक स्कीमों के लाभ के साथ बड़े पैमाने पर वितरण; और उनके सामुदायिक अधिकारों की स्वीकृति से आदिवासियों के दिलों पर गहरा असर पड़ा।

उनकी असुरक्षा की भावना समाप्त हो गयी और अलग थलग पड़ने की प्रक्रिया पर रोक लगी गयी आदिवासियों के बीच राज्य मशीनरी के बारे में एक नया विश्वास भी पैदा किया गया। इस प्रकार नवीन और दूरदर्शी उपायों से न केवल वामपंथी चरमपंथ के फैलने के खतरे को समाप्त करने में मदद मिली बल्कि असंतुष्ट आदिवासियों को मुख्यधारा में लाने में भी सहायता मिली।

1. सामान्य जानकारी

छिन्दवाड़ा जिला 1 नवंबर 1956 को बनाया गया था। यह 21.28 से लेकर 22.49 डिग्री उत्तर (अक्षांश) तक तथा 78.40 से लेकर 79.24 डिग्री पूर्व (देशान्त) तक और 11815 वर्ग

किलोमीटर में फैला हुआ है। यह जिला दक्षिण में नागपुर जिला (महाराष्ट्र राज्य में) के मैदानी क्षेत्र, उत्तर में नरसींगपुर और हौशंगाबाद, पश्चिम में बैटूल जिला और इसके पूर्व में शिवानी जिला स्थित है।

2. मूलभूत जानकारी

मध्य प्रदेश राज्य में छिंदवाड़ा जिला क्षेत्रफल की दृष्टि से (11815 वर्ग किलोमीटर) प्रथम स्थान पर है और इसमें राज्य का क्षेत्र 3.85 प्रतिशत कवर है। यह जिला 12 तहसीलों (छिंदवाड़ा, परासियां, जुनारदेव, तामिया, अमरवाड़ा, चुराई, बिहुवा, सौसर, उमरेढ़, हराई, मौहखेड और पंघुरना) में विभक्त है। जिले में 2008 गाँव हैं जिनमें से 1934 गाँव बसे हुए है। यह जिला 19 राजस्व परिमंडलो में विभक्त है और 319 पटवारी हलके है, जिले में 808 पंचायतें है। 2001 में हुई जनगणना के अनुसार छिंदवाड़ा जिले की कुल आबादी 18,48,882 है।

जिला छिंदवाड़ा सतपुड़ा की पहाड़ियों से घिरा हुआ है और यह ना केवल संतरों, कपास, और कोयले की वजह से जाना जाता है अपितु इसमें आदिवासियों की बडी संख्या कुल आबादी 34.66 प्रतिशत है। यह क्षेत्र उष्ण कटिबंधीय वन से ढका है जिसमें यह भारी मात्रा में फ्लोरा से समर्थ है जिसमें अनके आदिवासी रहते है और जिनमें आपस में तालमेल बना हुआ है यह वन क्षेत्र जिले में 4 ज़ोनों में विभक्त है। इन जंगलो में प्रमुख आदिवासी ग्रुप गौंड और भरिया नामक आदिवासी गुप्त बहुलता में है। इन कारकों से अधिनियम के क्रियान्वयन में निसंदेह महान सहायता मिली है लेकिन उनके द्वारा प्रदत्त चुनौतियों को भी नजर–अंदाज नहीं किया जा सकता।

3. अनुसूचित जनजाति और अन्य परंपरागत वनवासी (वनाधिकारों को मान्यता अधिनियम) 2006 का क्रियान्वयन

अनुसूचित जनजाती और अन्य परंपरागत वनवासी (वनाधिकारों को मान्यता) अधिनियम 2006 को 31 दिसंबर 2007 को अधिनियमित और लागू किया गया। भारत सरकार ने एक जनवरी, 2008 को नियमावली की अन्तिम अधिसूचना के साथ इसकी शुरूआत की।

मध्यप्रदेश सरकार ने नियमावली को अधिसूचना से पूर्व ही प्रारम्भ कर दिया। विभागों के अधिकारियों को अधिसूचना से पूर्व ही मास्टर ट्रेनर के रूप में प्रशिक्षित किया गया।

यह अधिनियम उन अधिसूचित आदिवासियों और अन्य परम्परागत वनवासियों को वनभूमि में वनाधिकार और कारोबार करने का अधिकार प्रदान करता है जो ऐसे वनों में पीढ़ियों से रह रहे हैं लेकिन उनके अधिकारों को अभिलेखित किया गया हैं, और इस प्रकार के वनाधिकारों के रिकॉर्ड करने और इन वन भूमियों के संबंध में ऐसी मान्यता और अधिकारों हेतु अपेक्षित साक्ष्य प्रकृति हेतु एक ढाँचा प्रदान करना है।

छिंदवाड़ा जिले में वनाधिकार पत्रों के वितरण हेतु सांख्यकीय आँकड़े नीचे तालिका में दिए गए हैं।

तालिका 1

दावों की संख्या निजी और सामुदायिक, स्वीकृत और भुगतान लिए गये

क्र.सं.	नाम	व्यक्तित्व मांग	संप्रदायिक मांग	कुल
1	हरिया	1901	58	1959
2	बीछुआ	799	39	838
3	जूनारडियो	364	339	703
4	तमिया	153	129	282
5	मोहखेड	516	119	635
6	अमारवाड़ा	87	113	200
7	छिन्दवाड़ा	07	79	86
8	सौसार	586	00	586
9	पन्धूरना	299	24	323
10	परसिया	253	134	387
11	छोरियां	72	34	106
	कुल योग	**5037**	**1068**	**6105**

4. विभिन्न जनजातियों का गढ़न

अधिसूचना के अनुसार अधिनियम के क्रियान्वयन के लिए तीन स्तरीय समीतियां अपेक्षित है, ये है—

(क) वनाधिकार समिति ग्राम स्तर पर (वी.एल.सी.)

(ख) उपमंडल स्तरीय समिति (एस.डी.एल.सी.)

(ग) जिला स्तरीय कमेटी

जिला स्तरीय समिति का गठन कलेक्टर की अध्यक्षता में किया गया जिसमें सहायक आयुक्त (आदिवासी कल्याण सदस्य सचिव के रूप में) शामिल है सभी तीन विभागीय वनाधिकारी और तीन जिला पंचायत सदस्य इसमें सदस्यों के रूप में शामिल किया गये इसी प्रकार, 6 उपमंडल स्तरीय समितियां गठित की गयी जिसमें उप मंडल प्रभागीय (राजस्व) सदस्य के रूप में और मुख्यकार्यकारी अधिकारी जनपद, पंचायत/आदिवासी विभाग मंडल संपादक (गैर आदिवासी ब्लॉको में) सदस्य सचिव के रूप में है। सभी उपप्रभागीय स्तर के वनाधिकारी और तीन जनपद पंचायत सदस्यों को भी शामिल किया गया।

ग्राम स्तरीय समितियों का गठन करना एक प्रमुख कार्य था। क्योंकि छिंदवाड़ा जिला सबसे बडा है जिसमें 2008 गाँव है (74 गाँव वीरान है) इनके लिए 1934 समितियों का गठन किया जाना अपेक्षित था। समस्त मुख्य कार्यकारी अधिकारी जनपद पंचायत (11) और समस्त पंचायत सचिव (808) को विशेषकर समितियों के गठन हेतु प्रशिक्षित किया गया।

अंततः ग्राम सभाये गठित की गयी और 1934 समितियाँ बनायी गयी जिनमें एक तिहाई महिला प्रतिनिधि ग्राम सभाओं की स्वीकृति से विद्यमान है।

5. प्रशिक्षण और पुनश्चर्या कार्यक्रम

किसी कार्यक्रम को बेहतरूप के कार्ययान्वित करने हेतु मानव संसाधनों का होना नितान्त आवश्यक है और किसी भी कार्यक्रम की सफलता प्रशिक्षित मानव संसाधनों पर ही निर्भर करती है। अतः कार्यक्रम की सफलता हेतु किसी "प्रशिक्षण एक प्रमुख पृष्ठ भूमि है।"

इसी प्रकार छिंदवाडा जिले में विभिन्न कार्यकारियों के प्रशिक्षण के लिए 23 मास्टर ट्रेनर नियुक्त किए गए लगभन 20000 ग्राम स्तरीय समितियों के सदस्यों, 18 जनपद सदस्यों, 3 जिला पंचायत सदस्यों, 11 सी.ई.ओ. जनपद, 6 एस डी ओ वन और राजस्व और विभिन्न जिला स्तर के अधिकारियों को प्रशिक्षण देना एक चुनौतीपूर्ण कार्य था ब्लॉक स्तर पर गाँव स्तरीय समितियों के सदस्यों के लिए प्रशिक्षण का आयोजन किया गया।

ग्राम सभा उपमंडल स्तरीय समितियों और प्रभाग स्तरीय समितियों के सदस्यों और उनके पदाधिकारियों के लिए सघन प्रशिक्षण चलाए गए वन राजस्व और पंचायत स्तर के फील्ड अधिकारियों को पर्सनल डिजिटिल असिस्टेन्ट में भूतिदावों के सर्वेक्षण के लिए प्रशिक्षण दिया गया। जिले में दिए गये प्रशिक्षणों की तालिका नीचे दी गयी हैं।

तालिका–2

क्र.सं.	प्रतिभागी	संख्या
1	जिला पंचायत सदस्य	3
2	जनपद पंचायत सदस्य	18
3	सरपंच	808
4	जनपद पंचायत कर्मचारी	33
5	एस.डी.ओ. (आर) और एस डी ओ (वन)	12
6	पंचायत सचिव	808
7	वी एस सी अफसरों और सचिव	3868
8	सभी वी एल सी सदस्य	19340
9	पी डी ए सर्वे के सदस्य	33

6. सूचना, शिक्षा और संचार

1934 वनाधिकार समितियों के साथ तथा दावेदारो में अज्ञानता के ऊच्च स्तर के होने, सूचना के प्रचार प्रसार करे और प्रक्रियाओं के बारे में सभी भागीदारों को जानकारी देने के लिए एक सुनियोजित रणनीति की आवश्यकता थी। विश्व से आदिवासियों के कटे रहने और दुर्गम पहाड़ियों के जैसे कारणों की वजह से यह कार्य और भी जटिल था। इसका एक स्पष्ट उदाहरण पताल कोट है जिसमें बहरिया नामक प्रमुख आदिवासी समुदाय आवास करता है। सभी भागीदारों की जानकारी बढ़ाने के लिये एक अन्य जिला प्रशासन की चिंता आदिवासियों में बढ़ते हुए असंतोष के लिए समावेशी कार्यक्रम को सुनिश्चित करना और उसे पारदर्शी बनाना था जो कि नक्सल प्रभावित क्षेत्रों और आजीविका संबंधी अवसरों की कमी के लिए पूरक हो।

मिडिया को जिला स्तर पर और समस्त उप प्रभागीय मुख्यालयों पर प्रमुख दी गई और कार्यशालाओं का आयोजन किया गया।

जन अभियान परिषद के माध्यम से गैर सरकारी संगठनों से भी सम्पर्क स्थापित किया गया। अंतिम पंक्ति में खड़े वक्ता तक पहुँच बनाने के लिए जिला प्रशासन ने चौपाल लगाने की योजना बनायी जिन्हें जिला कलेक्टर द्वारा दुर्लभ गाँव में रात्रि विश्राम के दौरान अधिपक्षता की गयी। ब्लॉक स्तर पर भी लोक सूचना शिविर लगाये गए और स्थानीय भाषा में पर्चे छपवाये गए जिन्हें हाटों आदि में वितरित कराया गया। कलेक्टर और जिला अधिकारियों द्वारा औचक, निरीक्षण दौरों से भी जिला मशीनरी को चौकन्ना बनायें रखा ताकि वे अधिनियम के समुचय क्रियान्वयन की प्रभावशीलता के संबंध

में जागरूक रहें। एक अन्य ध्यान देने वाला क्षेत्र निर्णय लेने के तीनों स्तरों पर रिकार्ड़ रख रखाव सें संबंधित था। तभी यह सुनिश्चित किया गया कि यह रिकार्ड जन साधारण के प्रदर्शन के लिए पर्याप्त रूप से उपलब्ध हो।

वनाधिकार अधिनियम के संबंध में जागरूकता उत्पन्न करने के लिए विभिन्न कार्यक्रमों को बनानें में जिला जागरूकता दल नें नये सिरे से प्रयास किए। हमनें विभिन्न साधनों का उपयोग किया जो स्कीम में उनकी पात्रता और प्रक्रियाओं से संबंधित थे। दिशा निर्देश सिद्धान्तों के द्वारा सुलझाये गये नियमित जागरूकता कार्यक्रमों के अतिरिक्त निम्नलिखित नए कदम वर्णित है।

तालिका–3 : जागरूकता गतिविधियाँ

क्र.	मद	संख्या
1	जागरूकता शिविर	37
2	जागरूकता प्रदर्शनी	5
3	लोक कल्याण शिविर	250
4	वितरित किए गए पर्चे/पत्रक	25000
5	पोस्टर	1000
6	होर्डिंग	6
7	फ्लेक्स	32
8	रात्रि चौपाल	15
9	ग्राम सभा मेलों में मुनादी, हाट बाजार और स्थानीय	विभिन्न अवसरों पर
10	गोन्ड भाषा की पुस्तक	808
11	प्रेस नोट	कई बार

परिणाम— जागरूकता गतिविधियाँ कों सीधें परिणाम से प्राप्त आवेदनों की संख्या में वृद्धि हुई।

7. पी.डी.ए.दल

मध्य प्रदेश सरकार ने स्टीक सर्वेक्षण और मापन के लिये पी. डी.ए. विधि का उपयोग करने का निर्णय किया है। यह सर्वेक्षण करने के लिए एक बहुत ही स्टीक विधि नहीं है बल्कि यह समय की बचत करने वाली और सुलभ हैं। यह लाभ उठाने वाले व्यक्तियों की भूमि की सही स्थिति और अक्षाश और दक्षाश दिशाओं का सही क्षेत्र प्रदान करता हैं। 33 सदस्यों वाली 11 टीमें बनायी गयी और उन्हे जिला स्तर पर प्रशिक्षित किया गया।

8. गोडी भाषा में अनुवाद

क्योंकि अधिकतम आदिवासी जनसंख्या इस जिले में गोड है, अतः सभी पंचायतों में गोडी भाषा में वनाधिकार अधिनियमों का अनुवाद किया गया और उन्हें सरकुलेट किया गया।

9. क्रियाविधि

वनाधिकार की मान्यता और दाबा प्रमाण—पत्र (वन अधिकार पत्र) का वितरण नियमावली में विस्तार से दिया गया है नियमावली के अनुसार निजी दावे अथवा सामुदायिक दावे अथवा वनाधिकार समिति/ग्राम पंचायत को भेजे जाते है। वनाधिकार समिति दावे को प्रसस करेगी, स्थान की जाँच करेगी और अतिरिक्त प्रमाण एकत्र करेगी। समिति दावे को स्वीकार अथवा रद्द कर सकती है लेकिन इसे ग्राम सभा की स्वीकृति के लिये रखा जायेगा।

ग्राम सभा के संकल्प को 2/3 बहुमत से पास किया जाना होता है। इस संकल्पप को उसके बाद एस.डी.एल.सी. को

आगे की प्रोसेसिंग के लिए भेजा जाता है। एस.डी.एल.सी. इस संकल्प को रद्द स्वीकार कर सकती है अथवा इसे पुनरीक्षा के लिए वापस भेज सकती है। जिला स्तर की समिति भी और आगे की जाँच के लिए इसे स्वीकार/रद्द कर सकती है अथवा प्रस्ताव को वापस भेज सकती है। एक बार स्वीकार हो जाने पर वनाधिकार पत्र जिला स्तर की समिति द्वारा जारी किया जाएगा।

10. सामुदायिक अधिकारों पर बल दिया गया

अधिनियम की धारा 3 वनवासियों के सामुदायिक अधिकारों को विशेष मान्यता देता है। यह अधिनियम समुदायिक अधिकारों जैसे निस्तार, लघु वन उत्पादों को एकत्र करने का अधिकार, मत्सथन और चरायी का अधिकार, पहुँच का अधिकार और अन्य अधिकार जिनका वे परम्परागत रूप से उपभोग करते है। अधिनियम, सुरक्षा, पुनः उद्भव अथवा इन समुदायिक वन संसाधनों के प्रबंधन के अधिकार को भी मान्यता देता है जिन्हें कि ये समुदाय सतत् उपयोगी के लिए परम्परागत रूप से सुरक्षित और संरक्षण किए गए है।

प्रथम बार यह अधिनियम जैव विविधता और सांस्कृतिक विविधता से संबंधित बौद्धिक सम्पन्न्ता और पारम्परिक ज्ञान के अधिकार को मान्यता प्रदान करता है।

छिंदवाड़ा जिले में समुदाय को वनाधिकार पत्रों को वितरित करने और परम्परागत सामुदायिक अधिकारों को मान्यता प्रदान करने हेतु विशेष बल दिया गया है। वे प्रमुख क्षेत्र जहाँ समुदायिक अधिकार पत्र वितरित किए गए है लघु वन उत्पादों का एकत्रण, चराई के लिए चारागाहें, हाटक बाजार, शवदाह स्थल और ग्रेवथाई, परम्परागत जल स्त्रोत, पूजा स्थल, समुदायिक सड़कें आदि। कुल मिलाकर समुदायों

द्वारा 1072 दावों का आवेदन किया गया और 1068 दावे स्वीकार किए गए है।

आदिवासी समुदायों और वनवासियों में समुदायिक अधिकारों से काफी सन्तोष है। इससे पूर्व के इन अधिकारों का उपयोग नहीं कर पाते थे और वन अधिकारियों की दया पर अपनी आजीविका और जीव की आवश्यकताओं के लिए निर्भर रहते थे। अब वे इनका इस्तेमाल अपने कानूनी अधिकार के रूप में कर सकते हैं।

दिए गए अधिकारों का ब्यौरा निम्न तालिका में दर्शाया गया हैं। कुछ ध्यान देने वाले उदाहरण इस प्रकार हैं–

- संस्कार वन मन्दिर और राधा देवी मन्दिर (बिछुओं ब्लॉक) की ओर जाने वाली अप्रोच रोड।
- देव रानी दाई मन्दिर (परसिया ब्लॉक) की ओर जाने वाली अप्रोच रोड।
- आदिवासी स्वतंत्रता सेनानी ले. बादल भोई का जन्म स्थली की ओर अप्रोच रोड।

तालिका–4

सामुदायिक अधिकारों की सूचना (शीर्षकार)

क्र.सं.	मद	संख्या
1	जल पिण्ड	166
2	चारागाह	113
3	शवदाह भूमि	119
4	पवित्र स्थल (मन्दिर)	13
5	आदिवासी क्षेत्रों में प्रचलित विद्यालय	367

क्र.सं.	मद	संख्या
6		88
7	साप्ताहिक बाजार (हाट बाजार)	5
8	खेल के मैदान	19
9	लघु वन उत्पाद एकत्रण केन्द्र	10
10	विभिन्न अन्य समुदायिक प्रयोजन	168
	योग (संख्या)	1068
	कुल क्षेत्र (हेक्टेयर)	601.5

सतत बल देने और प्रयासों से छिंदवाडा जिला की मध्य प्रदेश राज्य में समुदायिक अधिकारों की क्षेत्रों में उच्चतम संख्या है। तालिका 5 में सर्वश्रेष्ठ 5 का जिलावार दर्जा दिया गया है।

तालिका–5

मध्य प्रदेश में शीर्ष 5 जिले (सामुदायिक मांग)

क्र. सं.	जिला	संख्या
1	छिंदवाड़ा	1068
2	पन्ना	746
3	उमराई	742
4	छेवास	382
5	सागर	346

11. विकासात्मक कार्यक्रमों का संगम

जिले के गौन्ड और भारिया प्रमुख आदिवासी है। इससे पूर्व उनका प्राथमिक कारोबार शिकार और मत्स्थन था। अब उन्होंने मक्का, सोयाबीन, मिलट, कोडो, कुटकी आदि की पैदावार की पद्धतियों को अंगीकृत किया है।

हांलाकि अभी भी गौन्डों की बडी संख्या खेतीहर वन श्रमिकों के रूप में काम कर रही है। जिला प्रशासन ने स्थिति को देखने के बाद वनाधिकार अधिनियम को अन्य विभागों की विकासात्मक के साथ तालमेल बिठाकर एक रणनीति तैयार की है। इसके द्वारा किए गए पैदावार संबंधी कार्यों की उत्पादकता में कमी बन गया। नरेगा के अंर्तगत श्रमोन्मुख कार्यों के तहत अनेक कार्य किए गए हैं, कुओं की खुदाई आदि शामिल है।

लोगों को लाभ पहुँचाने के अलावा साझा सम्पदा का विकास नरेगा संबंधी कार्यों के माध्यम से भी किया जा रहा है। तलाबों, कोन्टर, खंदको, गली पलंगो, सीरिज बोल्डर चैक डेक्स आदि का निमार्ण शुरू किया गया है। जैसा कि वनों की टोपोग्राफी घाटी को समृद्ध बनाने के दृष्टिकोण से जल संरक्षण और खंडित भू–दृष्यों की पुनःबहाली की पर्याप्त गुजांइश प्रदान करती हैं।

कृषि विभाग में वन भूमि धारकों को निःशुल्क उच्च उत्पादकता वाले बीजों और उपसकरों का वितरण किया है जिसके फल स्वरूप भूमि की जुताई आधुनिक और नवीनतम टेक्ननोलोजी के समाज रूप से हुई हैं। आदिवासियों की आजीविका संबंधी कार्यों को बढ़ाने की दिशा में सम्भावनाओं का पता लगाने के लिए सतत स्तर पर बल दिया जाता हैं। जिले द्वारा अब तक विकासात्मक और संगम गतिविधियों का ब्यौरा तालिका में नीचे दिया गया है।

तालिका–6

आजीविका को सुधारने के लिए प्रदत्त विकासात्मक सुविधायें

क्र.सं.	सुविधा	विभाग	लाभार्थियों की संख्या
1	निःशुल्क बीज वितरण	कृषि	रबि क्रोप में 1811
2		ग्राम विकास	खारिफ क्रोप में 4836
3	भूमि शिल्प मड बन्धन	ग्राम विकास	2064 सो फार
4	निःशुल्क डीजल पम्प	कृषि	46 सों फार

यहाँ यह ध्यान देने योग्य बात यह हैं कि पम्पों के माध्यम से लाभार्थियों की संख्या बहुत कम लगती है लेकिन इसका कारण है। डीजल पंप तभी दिए जा सकतें हैं जबकि कपिल धारा पूरी हो जाए, अतः इस संबंध में प्रगति आगे आने वाले वर्षों में और अच्छी हो जाएगी और एक बार जब कुएं सम्पूर्ण हो जाने शुरू हो जाए।

12. वामपंथी आतंकी धमकी के खतरे को समाप्त करना और असंतुष्ट आदिवासियों को मुख्यधारा में लाना

वामपंथी आतंक को सामान्यतः भारत और नेपाल में विभिन्न मानवादि आतंकी ग्रुपों के संबंध में इसका उपयोग किया जाता है जोकि राज्या का तख्तापलट करने के लिए अनकी दृष्टि से गुरिल्ला युद्ध के जरिए अमीरों के हाथ मे एक हथियार के रूप में राज्य को देखा जाता हैं। सभी प्रकार वाली राजनीतिक जीवन शैली में भाग लेना भी शामिल है, जिसे बेशर्मी के रूप में किनारे कर दिया गया है और लोकतांत्रिक प्रक्रिया को नुकसान पहुँचाने की कोशिश की जाती हैं।

1980 के आखिर में और 1990 के शुरूआत में वामपंथी चरम का वर्तमान दौर तेलंगाना और आंध्रप्रदेश में केन्द्रित था। तेलंगाना का किसान आंदोलन एक लम्बा इतिहास रखता है और यह पीपल्स वार ग्रुप (पी.डब्लयू.जी.) के रूप में खतरनाक वामपंथी गुट के रूप में एक प्राकृतिक स्वरूप में दिखाई देने लगा। पी.डब्लयू.जी. में 10–12 हथियारों से लैस ग्रुप के कार्यों को फ्रंटल सगठनों द्वारा सहायता दी जाती है। जिन्हें अंहिसा के रूप में मारजिनल ग्रुपों में बड़ा अभियान चलाकर और सांस्कृतिक कार्यक्रमों जैसे नुक्कड़ नाटकों के माध्यम से कार्यक्रम पेश किये जाते हैं ताकि यह आबादी मिलिट्री यूनिटों की गतिविधियों को सहायता करने के लिए बड़ें पैमाने पर नवचेतना से भरपूर हो जाए।

यह शरारती लक्ष्य राज्य को खंड़ित करने का है और "दिलायी गयी आजादी क्षेत्र" में बदलना है। इस प्रयास से पी. डब्लयू. जी राज्य के सुरक्षा बलों जैसे ढाँचों के साथ संघर्ष करती है। पी.डब्लयू. जी का दायरे में प्रभावित आंध्रप्रदेश, मध्य प्रदेश (मुख्यता बाला घाट), छत्तीसगढ़, झारखण्ड, महाराष्ट्र, उड़िसा जैसे राज्य हैं।

एल.डब्लयू ई ग्रुपों में अपनी लड़ाकू गतिविधियाँ इंटरस्टेट सीमाओं के क्षेत्रों में केन्द्रित की है। राज्य सीमाएं घाटियां अधिकतर पहाड़ी और जंगलों से घिरी हुई है और जिनमें छिट–पुट आदिवासी आबादी हैं। इन सीमावर्ती क्षेत्रों में रहने वाले आदिवासी राज्य में पूर्ववर्ती प्राचीन भाषा बोलने वाली आबादी का रहन सहन एकदम पुराना और भिन्न हैं। इन क्षेत्रों में राज्य प्रशासन की पहुँच सीमित है ओर इस प्रकार इन चरम पंथियों को आतंकवादी गतिविधियों को बढ़ावा देने का अवसर मिलता है और राज्यबलों से बेचकर दूसरे इलाके में छुप जाते है। एल.डब्लयू. ई भारत की आंतरिक सुरक्षा की

दृष्टि से एक बहुत बड़ा खतरा बन गया है।

छिंदवाडा जिला एल.डब्लयू. ई की हिंसा से इसलिए प्रभावित है क्योंकि बहुत सारे कारण इसमें समावेशित है। भोगौलिक दृष्टि से यह महाराष्ट्र बालाघाट (मध्य प्रदेश) और छत्तिसगढ़ के एल.डब्लयू.ई. प्रभाव बहुल क्षेत्र में स्थित हैं।

जिले का तराई क्षेत्र सघन क्षेत्र के समान है। रणनीतिक रूप से यह जिला बिखरे हुए वन क्षेत्र के रूप में प्रभावित है जो कि एक गलियारे के रूप में काम कर सकता हैं। सामाजिक और आर्थिक दृष्टि से भी यह जिला एल.डब्लयू. ई क्षेत्रों से प्रभावित जिलों के समान ही है। इस जिले मे आदिवासी संख्या अभी भी वन और वनोत्पादों पर अपनी आजीविका के लिए निर्भर करती हैं। इस पृष्ठ भूमि में अमरखाड़ा और हवाई ब्लॉको के आदिवासियों में उनके वनाधिकारों के संबंध में अनदेखी पर तत्काल ध्यान देने की जरूरत है। वर्ष 2009 में और 2010 की शुरूआत में यह क्षेत्र आदिवासियों ने बार–बार विरोध हो रहे थे। वास्तविक स्थिति तो यह है कि यह क्षेत्र एल.डब्लयू.ई. की विचार धारा के प्रसार वाला है। इस स्थिति का फायदा उठातें हुए जिलों में एल डब्लयू ई हिंसा के बीज बोने में एल.डब्लयू. आंदोलन के सहयोगी संगठनों की आंशका से मुख नहीं मोड़ा जा सकता है।

समस्या की गंभीरता को देखते हुए जिला प्रशासन ने अलग थलग पड़ने और आदिवासियों में असंतोष की रोकथाम करने के लिए नए कदम उठाए हैं। वनाधिकार पत्रों के वितरण में व्यापक दृष्टिकोण अपनाया गया जहाँ न केवल वन भूमि के स्वामित्व को आदिवासियों में हस्तांतरण किया गया अपितु उन्हें एक पैकेज भी दिया गया जिसमें कि बीज, क्षेत्र विकास और सिचाई सुविधा को सुनिश्चित किया गया।

इसी प्रकार आदिवासियों में समुदाय केन्द्रित जीवन शैली के महत्व को देखते हुए समुदाय द्वारा प्राप्त अधिकारों के वितरण को बड़े पैमाने पर हाथ में लिया गया। वरिष्ठ जिला अधिकारियों ने क्षेत्र में विस्तार से दौरे किए और उनकी समस्याओं और शिकायतों को मौके पर हल किया जो कि अधिकतर प्रकृति से स्थानीय थे। इन उपायों से आदिवासियां के मानस पटल पर गहरा असर पड़ा। उनकी असुरक्षा की भावना समाप्त हो गई और अलगाव की प्रक्रिया पर रोक लगी। राज्य मशीनरी के बारे में आदिवासियों में नए विश्वास की भावना पैदा हुई। इस प्रकार एल.डब्लयू.ई. के प्रसार के खतरे को समाप्त करने में दूरदर्शी नवीन उपायों से न केवल सहायता मिली अपितु असंतुष्ट आदिवासियों को मुख्यधारा में लाने में सहायता प्राप्त हुई है।

13. रीपलीकेपबिलीटी के लिए संभाव्यता

जनपद द्वारा अपनाए गए संगम मॉडल सुलभता से ग्राह्य है। उससे सरकार पर कोई अतिरिक्त वित्तीय बोझ नहीं पड़ा है। जिला प्रशासन ने उपलब्ध निधियों का उपभोग किया है और मनरेगा ग्रामीण विकास, कृषि निर्माण, और एकीकृत आदिवासी विकास परियोजनाओं की स्कीमों को जारी रखते हुए है। संगम मॉडल की प्रभावशीलता और सहजता को देखते हुए माननीय मुख्यमंत्री ने इस संगम मॉडल को 11 नवम्बर, 2010 से छिंदवाड़ा जिले में जूनादेव जन सभा में उपयोग में लाने की घोषणा की। समुदायिक अधिकारों की मान्यता पर बल देना ये सुविधाजनक बन गया है।

14. संभाव्यता क्षेत्र और भावी योजनाएं

जिला प्रशासन आदिवासी लोगों की आजीविका में वृद्धि

करने हेतु पूर्ण ढंग से प्रतिवद्ध है ताकि वे समाज में सम्मानजनक ढंग से रह सके जिसके लिए प्रशासन ने विभिन्न स्कीमें नियोजित की है जो इस प्रकार हैं–

गौंड और बहारिया आमतौर पर कौशल प्राप्त जातियां हैं जो कि लुगदी और पौधों के सब बीमारियों के इलाज के लिए बनाने में निपुण हैं अनके पास औषध उपचार जैसे–मीजल, हैजा, रक्तचाप, मधुमेह, लाफ्स, सांप के कांटने , और दर्द जैसे रोगों का इलाज कर सकते हैं इसके अलावा आदिवाासियों की बहुत बड़ी संख्या तेंदू पत्ता और हरा एकत्रण करने में लिप्त हैं अतः एकत्रण के लिए और इसे बाजार मंडी के साथ जोड़ने हेतु समुदायिक अधिकार मंजूर किए जाए।

भूमिदार/खेत, तालाब/कपिलधारा की अधिकतम संख्या जहां आवश्यक हों, प्रदान की जाए।

उन्हे निःशुल्क कृषि उपजाकर अथवा रियायतीदरों पर प्रदान की जायें।

एकीकृत आदिवासी विकास परियोजनाओं की सहायता से कृषि में सुधार लाने के लिए पशु (बैल जौड़ी) और डीजल पंप प्रदान किए जाए।

उन्हें मुख्य धारा से जोड़ा जाए और उन्हें प्रगतिशील किसान और भारत के माननीय नागरिक बनाया जायें।

15. समापन अभियुक्ति

अनुसूचित जनजाति और अन्य परंपरगत वनवासी (वनाधिकारो को मान्यता)

अधिनियम 2006 के कार्यान्वयन से सभी भागीदारों को बड़ी संतुष्टि प्राप्त हुई है इस अधिनियम में वनवासियों के साथ

लगातार होने वाले अन्याय को रोक दिया है। उनके न्यायिक अधिकार को मान्यता प्राप्त हुई है और उसे सुनिश्चित किया गया है। इससे जिले के आदिवासी समुदाय में अपने पन की भावना का संचार हुआ हैं। वनों पर वनवासियों के महत्व और निर्भरता को देखते हुए जिला कार्यान्वयन दल ने भी बड़े पैमाने पर समुदाय अधिकार पत्रों का वितरण कार्य को अपने हाथ में लिया। वनवासियों के चेहरों पर संतोष की झलक दिखाई देना एक बडी उपलब्धि है। इससे पहले के वनों में प्रवेश लेने से हिचकिचाते थें और अब वे इनमें अपने अधिकार को समझ कर जातें है।

जिला कार्यान्वयन दल ने अन्य सरकारी स्कीमों के साथ भूमि अधिकार के मेल का कार्य अपने हाथ में लिया। यह इसलिए महत्वपूर्ण था क्योंकि आदिवासी और अन्य वनवासी धीमी कृषि विधियों के लिए संसाधनों को अपने अधिकार में न ले सके। इसलिए, यह निर्णय लिया गया कि मेढ़–बंधन, भूमि शिल्प, खेत तलाब, कपिल धारा कुआं (बैल) निःशुल्क बीज और पंप जैसी गतिविधियों के साथ तालमेल बिठाया जा सकें।

वनाधिकार पत्रों विवरण और अन्य विकासात्मक स्कीमों के संगम का अतिसंतोषजनक परिणाम यह रहा कि अमरवाडा और हराई ब्लॉक के आदिवासी ग्रुपों के बीच असंतोष में कमी आयी है ऐसा न होने पर भविष्य में वामपंथी आतंकवाद और देश में उनके विश्वास को बढ़ाने और मुख्य धारा में लाने में बड़ समस्या पैदा हो जाती।

ACHIEVEMENTS

Samir Kumar, IRTS



Samir Kumar
IRTS (1999 Batch)

समीर कुमार जी बिहार के निवासी हैं। वे सिविल सेवा में अपने कठोर परिश्रम एवं लगन के कारण पहुँचे हैं। एक उत्कृष्ट एवं ईमानदार प्रशासक की रेल विभाग में आपकी विशिष्ट छवि है। वर्तमान में महत्त्वपूर्ण कार्य में प्रभावी योगदान दे रहे हैं।

The 16 years that I have spent in the Government of India have been a remarkable and beautiful Journey .There have been so many amazing experiences and it is so difficult to recall three of them. Working for the Indian Railways has been an honour for me as also a humbling experience. The Indian Railways is among the biggest employers in the world. In my career so far, I have had the opportunity to learn about all the three Ms of management i.e. Men, Money and Materials.

My most memorable experience / achievement is the one which I had in one single night. The year was 2009 when I was posted as the Senior Divisional Commercial Manager of Dhanbad division. The area of the division was severely affected by Naxalites / terror groups. Around 9 PM I got a phone call from my supervisor that a train carrying 800 people was stopped by armed personnel in the middle of a jungle. Very soon ,we realised that this was the first ever case of a train hijack in the country. I ensured that all the other trains in the section were stopped midway so as to avoid bomb blast on tracks, something the militia was resorting to

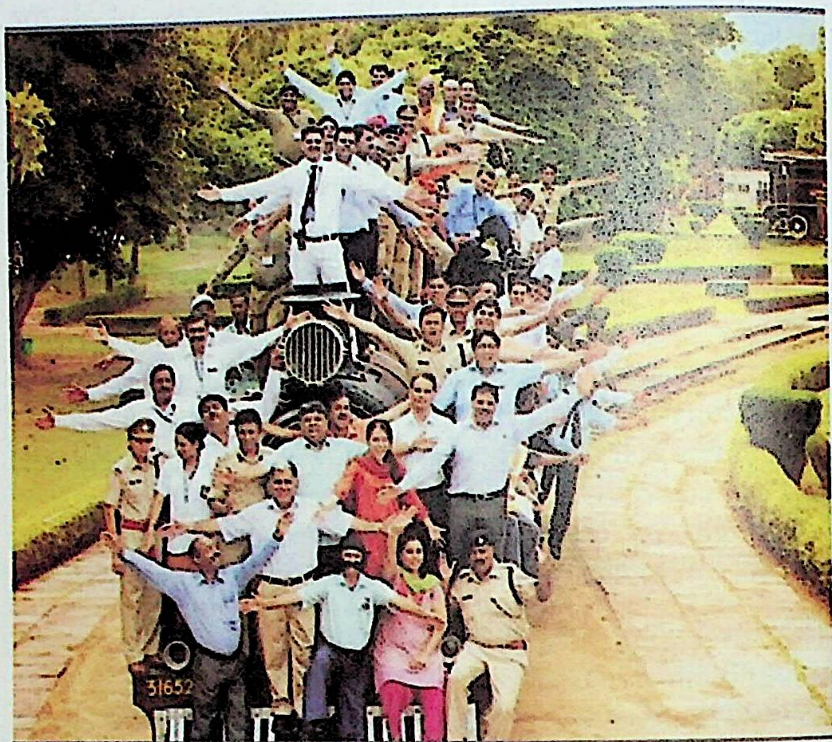
very often in that area. I remember waking up the DG police, Army commandos, the doctors and intelligence people and co-ordinated with them to ensure a safe release of all the passengers without any bloodshed. I think the coordinated efforts with everyone leading to no damage to any person was the single most satisfying day of my life.

Similarly, purely from a management perspective, while working in Samastipur division, a very rural hinterland in Eastern India, I had a first-hand experience that there is fortune at the bottom of the Pyramid too. The normal focus to increase passenger earnings is through high end rich passenger traffic. As the head of department responsible for increasing passenger earnings, I realised that if we could add more trains and passenger coaches for the poor passengers, revenue could come from them too since the volumes were very high. We could increase the overall earnings by 15 percent by emphasising on this hitherto uncapped segment.

The third very significant turnaround is in my present assignment. Presently working as the Director/Freight Marketing of the Ministry of Railways, my brief is to formulate policy for freight traffic for the country as a whole. Indian Railways is one of the very few railways in the world which buys and owns its own wagons. Only 5 percent of the wagons are actually bought or leased by the freighters / industry. In Nov. 2015,we could devise a mechanism wherein our single largest freight partner i.e. Coal India Limited for the first time ever is investing Rs. 2000 crore to buy wagons on its own which will be hauled by Indian Railways. This could pave way for massive private investment in wagon procurement in days to come.

I also feel great pride in the fact that in a cover story featured by ***'India Today' & 'Business Today'*** on Indian Railways,

my profile while I was posted as Sr DCM of Delhi division was covered.



HOUSES OF STONE AND LIGHT

(with due credit to Martin Page)

Santosh Kumar Mishra, IAS



Santosh Kumar Mishra
IAS (2000 Batch)

श्री संतोष कुमार मिश्रा जी कम आय वर्ग के परिवार से संबंध रखते हैं जो गोंडा के एक गाँव के मूल निवासी है। स्कूली शिक्षा दीनदयाल विद्यालय कानपुर से मेरिट में आकर प्राप्त की। IIT कानपुर से B.Tech. करके आगे की पढ़ाई के लिए स्कॉलरशिप पर अमेरिका गए। वहाँ 5 साल रहकर ग्रीन कार्ड प्राप्त कर देश में वापस आकर सन् 2000 में I.A.S. की परीक्षा की तैयारी की जिसमें इन्हें 2nd Rank प्राप्त हुआ और तमिलनाडु कैडर मिला।

इनकी पत्नी भी I.I.T. कानपुर से पढ़ी है और इनके ही बैच की I.P.S. अधिकारी है। इनके साथ पढ़ने वाले विद्यार्थी जीनीयस श्रेणी में इनका आंकलन करते रहे हैं। इनका स्वाध्याय, परिस्थितियों का विश्लेषण, भाषा–विज्ञान एवं गणित पर विशेष अधिकार है। आप वर्तमान में छत्तीसगढ़ में कार्यरत है।

"O Mount Kailas, uncover me come my restoration,
wash my body clean I have been walking along a crooked path
where the walls have fallen and broken me in half"

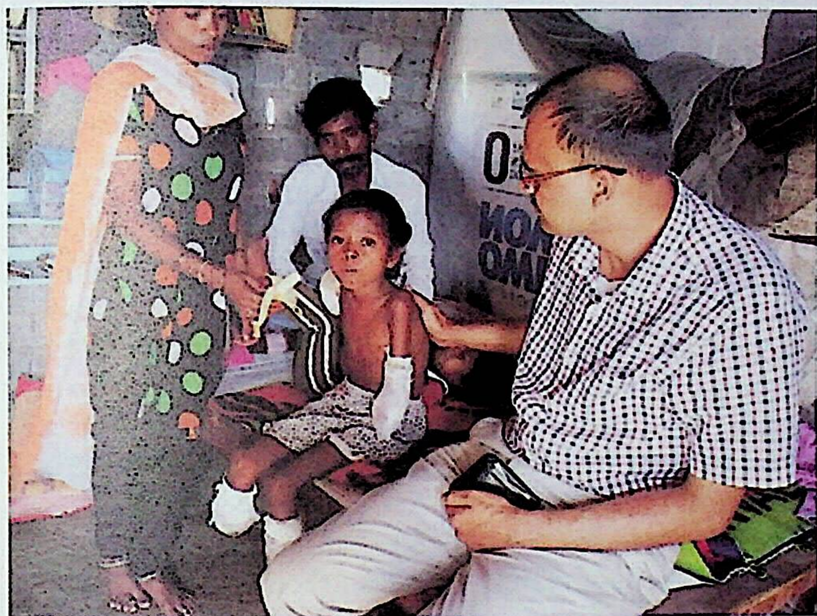
We as human race have really taken long leaps over the centuries. According to Indian traditions, the whole cosmic universe is made up of five elements – the air, the earth, the fire, the water and the space. In today's times, we appear to be controlling each one of them. We have tamed winds to work for us, we create and extinguish fires at will - even underwater, we have taken over the rivers even oceans,

space has been conquered, and earth we always have lorded over. In this mad race only the human race, it seems, is left behind. And it is getting farther and farther away from us, each passing day. Our empathies are on the wane, the natural selfless human warmth is quickly turning into a steely cold chess move driven by an unending desire for cornering a larger share of the pie. The pie of wealth, the pie of social status, the pie of recognition, the pie of amassed greed.

At least, our country has seen times – not too distant- when strangers, travelers, pilgrims could seek shelter and food in stranger's homes; could spend nights in unknown villages amongst unknown people and then continue their journey to their destinations. "Atithi Devo Bhav"-our history is replete with instances where one first fed the needy – even if it meant going hungry that day for the host family. Bhamashah's of the land gave up all they had to help a cause, they helped others. It was taught every-time that the needy is priority. The so called progress which has descended like fog today has completely clouded our vision. "Me" and "Mine" is the priority- not the needy. Our scriptures had told us millenniums ago - to "Consume with Renunciation" ('ten tyakten bhunjitha'). Sounds paradoxical. They never said don't consume, but they said do not get enslaved by it.



Consume yet remain free of bondage. Be the unfettered free individual, not chained to materialistic objects, while being the consumer as well.



When the empathies start choking, the society starts degenerating. Empathy is a unique gift of God to multicellular organisms. It's a protective shield for a species. It exists - unconsciously maybe- even in lower organisms such as ant and bees. What we as human need to worry about is our growing immunity to the emotional stimulus. We tend to gloss over the disturbing events with a surgeon like precision. At best we express a "tch" and push the disturbing imagery out of our sight even if it is within our reach to get out and do something. Humans instinctively help humans. How we are able to suppress this innate instinct is matter of great worry.

In a recent incidence in Raipur, a heart wrenching story appeared in one of the prominent Hindi dailies. The news was graphic and was placed at the top. It was a story of an 8 year old girl. Her name was Payal. She had come from Odisha along with her parents – both labourers, migrant labourers. A well to do family had asked a builder to build a three story house for them. Builder hired this couple. They were asked to stay in a 10'x10' feet shack by the open drain near the building site itself. The couple worked on the building while their three children – eldest amongst them was Payal of 8 years- made the under construction building their playground. On that fateful day, Payal climbed up to top floor and was playing. The building, which the local municipal councilor Leeladhar states to be illegal, has a low hanging high voltage 11KV line running over the terrace. Payal ignorant of the fatal hazard, somehow touched the live wire. With a loud scream she fell. Jalanta, her mother, came running only to find her daughter battling for life. The poor parents somehow managed to take their seriously injured daughter to Medishine, a private hospital. The hospital handed to them a mountain of a bill – Rs 9000 for the first day. They told the hapless parents that they would be keeping her for 25 days and it will be Rs 9000 per day. When they told that their monthly income is less than per day charges of the hospital, they were told to go elsewhere. The private hospital eased a seriously injured tender life for they could not deposit the money sought by the hospital. They were not even provided an ambulance and the mother and the father rolled their injured daughter into their arms and went to the Government Medical College Hospital of Raipur. She was admitted there. By then the infection had set in. Slowly the veins in her arms and legs started dying.

The doctors decided to amputate her. Her both arms and both legs were taken away from her. They severed her right arm from the right shoulder and left arm from just below the left elbow. Both her legs were taken away by the cruel fate and an insensitive world. A chirpy and bright girl was reduced to an immobile breathing lump. Her life got saved by cutting her into pieces.

It was this story that appeared in the Hindi Daily as a headline with a picture of the Payal's amputated torso. It told the misery the family is in. How they had to make a distress sale of their land in Odisha to raise Rs 70,000 for her treatment. How the family is on the brink of breaking down, with medical expenses mounting and all the money gone. How neither the builder, nor the house owner or any one else bothered to help. How the mother could no longer work, that reduced the family income by half. The daily also quoted the local police officer asserting there was no fault on part of the builder.

Millions read the news, saw a moving picture of a 8 year old girl sitting limbless staring at a bleak future – and yet they all went about their daily life unperturbed. Raipur is the State capital. Who's who of the state live here. No one including the so called civil servants, social workers, philanthropists, politicians of all hues and color- of all statures from mighty ministers to ever present local neta- NGOs, trusts, organizations and people who specialize in getting photographed and published in the newspapers, no one stepped forward. Probably because it was a migrant family. No vote value, probably no photo op value either.

However this story did stir a family. It shook them up like an earthquake does. It disturbed them. They said later ," It hit us like a ton of bricks. We have a daughter and we just could not

accept the amputation of a young girl". They sought out the help of the daily. Located the family the very same evening and the trio of the husband, wife and the son (sans their very young daughter) paid a visit to Jalanta and Vijay Nag the parents of the unfortunate girl Payal. Vijay was in a drunken stupor after he came back earlier in the afternoon after failing to get any promise of help from the builder. The mother was standing in a corner crying and the two younger siblings of Payal were obliviously playing by the open drain. Payal herself was seated on a plastic chair, her torso covered with a somewhat dirty piece of bedsheet. It was despair all around. Payal was in pain. The wounds were hurting. Payal's mother poured out her heart before them. It was a horrible commentary on today's degenerated society. The bubbly girl was silenced under the burden of extreme human greed, extreme insensitivity and negligence. She narrated how builder refused to help, how the Medishine hospital prioritized money before life, how negligence set her wounds rotting, and how her limbs were severed ostensibly to save her life. How they sold their land, how the medical bills sucked Rs 70,000+ from them, how the free medical care was not free and how the human greed and insensitivity preyed on a vulnerable family at the peak of their misery. How the local officials of police and electricity board were threatening them into a compromise and how they did not know how to afford the treatment going further.

The helping family was an IAS and IPS couple - Santosh Misra and Sonal Misra and their son Suyog. They came back and reached the next day morning again at the Nag's home. This time with a sack of rice, lentils, vegetables, biscuits, fruits and milk. They spoke with their pediatrician, Dr Anup Verma – a top notch doctor of Raipur, who readily agreed to examine the girl. They picked up Payal and went to Dr

Verma, who examined her and prescribed appropriate medicines, advised them to get her dressings done daily under his supervision. A full month's supply of medicines bandage and antiseptic lotion was bought. Milk supply was started for the girl and daily dressing at the doctor's clinic was ensured.

It's been over 15 days. The builder occasionally still pressures them into compromising. The police and electricity officials have backed off now. This real civil servant couple says that it will try their best to ensure that Payal continues her education. Right now they are just focusing on her getting healed well.

Mother Jalanta now feels stronger. She knows that her family has a shoulder to lean on. Payal occasionally demands for Pepsi on her way to dressing, Mr Mishra indulges her but substitutes Pepsi with Amul Lassi or Fruit Juice. The family's life has once again started trundling along albeit with a severe trauma. Mishra family is searching their network of friends for ideas as to how to ensure her continued education.

May God shine light on us all. Let us not have hearts of stone. Let this society be truly civil. Let the private hospitals treat all life as precious, let them put life before profit, let them treat patients as humans and not as profit points. Let there be sensitivity and accountability in our Medical College Hospitals. Let there the treatment of poor be free in true sense. May no other family sell their land to save their loved ones. May the home owner have some remorse. May they feel responsible. Wish they had extended a helping hand to the poor child, she would still be playing in the street. May they carry this burden onto their chest forever. May the builder come to his senses and stops pressurizing them. After

having taken away the invaluable part of one poor life, may he not take away the peace of the family. May he realize the destruction he has caused due to his greed. May the guardians of law stop playing into hands of the powerful, may they take side of justice. May no more innocent family suffer. May the migrant labourers have dignity and security of life everywhere. May migrant labourers be made eligible for free education and free medical care wherever in the country they go. May we treat all humans with respectlove and affection. May their vote giving status be of no consequence to their welfare. May our civil servants be more civil. May our politicians be more caring. May our society not get transformed in the dark houses of stones. May our hearts remain alive, may our emotions survive. May we all resolve today to make a difference in at least one life. May this world become a better place for us to live. A place full of compassion, empathy and togetherness. Let us resolve not to let any life suffer as Payal and Jalanta Nag has suffered.

"I'm telling you, I will not rest till I lay down my head
In the house of stone and light
I'll make my way, O gonna be such a beautiful day
In the house of stone and light"

SONE MAHOTSAVA

Winds of Change driven by the community

Vikas Vaibhav *IPS*



Vikas Vaibhav
IPS (2003 Batch)

विकास वैभव जी ने कानपुर से इंजीनियरिंग करने के पश्चात् 2003 में सिविल सेवा में IPS के नाते प्रवेश किया जबकि इनकी मैरिट के अनुसार इन्हें फॉरेन सर्विस भी मिल सकती थी। उस समय बिहार राज्य की परिस्थितियाँ बहुत विपरीत थी। राज्य में तत्कालीन मुख्यमंत्री जी का एकाधिकार राज्य चल रहा था। कानून व्यवस्था निचले स्तर पर थी, तो भी इनकी रुचि प्रशासन में कुछ अधिक योगदान देने की बनी एवं बिहार राज्य का कैडर मिलने के बावजूद विदेश सेवा के बदले पुलिस सेवा में जाना तय किया। इंजीनियर होने के बावजूद इनकी रुचि भारतीय इतिहास में अत्याधिक रही। इनके कार्य की प्रशंसा प्रदेश में जहाँ–जहाँ भी इनको लगाया गया, छाप छोड़ने वाली रही। इनका योगदान आतंकवादी क्षेत्रों में विशेष रूप से सराहा गया। कुछ समय N.I.A. में भी कार्य किया। अब फिर से बिहार राज्य में कार्यरत है।

Maoist Violence is a major problem being faced by the police in several districts of India. While different ways of tackling the issue are being discussed and experimented at various levels in different geographical areas, it seems proper to document and thus share my experience in dealing with the problem as the Superintendent of Police in Rohtas between the years 2008 to 2011. Rohtas, badly affected by Maoist activities for almost two decades also had one of the most difficult terrains with hilly areas covered by dense forests making it geographically very challenging for regular policing. The Kaimur Hills originating near the

Banks of the Sone in Rohtas, further extended to the Vindhya Ranges, and provided an easy travel zone for Maoists right from Andhra Pradesh via Chattisgarh and Jharkhand to plains of Bihar. The Maoists called this zone as the Sone Ganga Vindhyachal zone.

From times immemorial, the Kaimur hills had always proved as a challenge to any invader. Till the advent of the Maoists in recent history, the hills were known for dacoits. The hills presented a tough challenge for policing as there was no police post above the hills in Rohtas district. The only post on Kaimur Hills was at Adhaura in Kaimur district. The distance from Rohtas PS situated at the foot of the Rohtas Fort (at a height of 1500 ft) to Adhaura was about 45 kms. There were only 3 motorable ascents to the hills, which were regularly mined by the Maoists who thus continued to be in command of the Kaimur Hills and the Rohtas Fort, disturbed only by infrequent raids of the police teams which had a tactical disadvantage in organizing raids on the hills due to geographical, infrastructural and social constraints.

I got posted as the Superintendent of Police in Rohtas District of Bihar in August, 2008. I had earlier been posted as the Superintendent of Police in Bagaha on the Nepal border where I had been quite successful in controlling the activities of criminals and Maoists in a terrain which had extensive jungles and diaras. As I left my charge as the Superintendent of Police of Bagaha on the Nepal border for joining duties in Rohtas, I was particularly inspired by the words of a senior police officer at Muzaffarpur, who made a mention of the famous Rohtas Fort, which had almost been forgotten. The senior cop mentioned that if something could be done which would restore the semblance of Rohtas, it would be great. With these words in mind and with a long cherished dream of seeing the fort in all its majesty, I joined Rohtas.

Prior to joining at Rohtas, I had been closely following the news from Rohtas in the media and was aware that owing to the escalated Maoist activities in the region and owing to the tough terrain it was not going to be easy.The Maoists had been on the offensive in Rohtas where only in the preceding July of 2007, the Police Stations of Rajpur and Baghela in the plains of Rohtas had been attacked by the Maoists, resulting in severe damage to the buildings and in heavy casualties. 2 CRPF personnel had also been killed in a landmine blast near Dhansa in the first week of the preceding June during the ascent uphill. The Rohtas Police had lost the DSP of Bikramganj in April, 2006 in an encounter with the Maoists in the plains of Rohtas. The Story in Rohtas so far had been one tilted heavily in favour of the Maoists who were using the hilly and difficult terrain to their advantage. The Maoists had been using the Hills as a stronghold to launch attacks on the police in the plains.

In the initial days in 2008, the conditions were not very encouraging. The police had still not overcome the fear of losses suffered during several Maoist incidents which were quite fresh in their memory. The police had not visited major areas on the Kaimur Hills for a long time, and successive efforts for conducting anti Maoist operations on the Kaimur Hills had often resulted in losses for the police. It was in this background that the police activity on the Rohtas Fort started. As a new Superintendent of Police, my first priority was to properly understand the area and its difficult terrain. I needed to look for safe bases where forces could camp and from where operations could be launched into the forests. I extensively used the weapons of surprise and courage, and reached points uphill using vehicles in the wee hours of the night in order to be present in the operational area for not more than 2 hours after daylight, extensively photographing

the terrain and always on the move. Never did we use the same route during the return. The area domination and understanding exercises were proceeding well as I was about to complete a month in the new district. I had made 3 good vehicular trips to the hills in one of which I could locate a road once planned by the British government which could lead the tourist directly on vehicles to the Rohtasgarh Fort. The views atop the hills had been mesmerizing and continuously motivated me to visit again.

On the early morning of 3rd September, 2008, when I had one of the closest encounters with the Maoists near a school in Soli village located on the top of the Rohtas-Kaimur Plateau. The encounter though very dangerous and sudden had served as a morale booster for the forces who had reversed the recent history of the encounters in the district when the Maoists had been on the offensive while the forces caught by surprise suffered losses. But as it happens in war, the euphoria was shortlived as we lost a SAP Jawan Kanhaiya Singh on 24th September, 2008, after a landmine blast on the main Rohtas-Adhaura road also near Soli. As the Guard of Honour was being laid in the Police Line, the anger and feeling of revenge in the eyes of the Force was quite visible. The Hills which had seen a recent success at Soli had taken another life. A solution needed to be found to somehow end the conflict which was continuously consuming lives. The clear resolve was that the area in the Maoist control had to be reclaimed as a part of the mainstream, but it needed good leadership with courage and wits. In the following days several strategies were discussed with Senior Officers including the then IG, Operations, then DIG, Shahabad and other senior officers from the CRPF.

The Combined Police team vowed to enter into the territory

of the Maoists and stay there with full resources in a sort of long range combing operation in the various hill villages in order to send a clear message of area domination and also to fully understand the terrain and build bridges with the residents of the remote villages. It led to one of the biggest operations carried out till date on the Kaimur Hills which was named as 'Operation Vidhwansa'. The large scale combing and area domination operation was carried out with meticulous planning in several phases with a large number of forces camping on the Hills for days together with all required equipments that could be thought of such as Satellite phones and medical aid. A helicopter used to be kept in standby mode for any need of urgent evacuation. The first phase of the Operation was launched on the morning of the 4th October, 2008 on the Kaimur Hills. The operation had 3 night camps in different villages on the hills which were an experience in themselves. At a village called Bhaukarwa where the first night camp had been organised young children had probably never seen an electric bulb since the moment the generators in the tents of the camp lit up the bulbs in the night, the young boys could not stop them from assembling to gaze at the devices which emitted more light than lamps and which had been created more than a century ago by Edison, but which was still to be seen in their village. The elders who at times happened to visit markets downhill were aware of recent technology, but the young lot which had never ventured out of the villages had not been that lucky. The different phases of Operation Vidhwansa increased the confidence of the forces in moving safely upon the hills. Due to these operations the pre-requisites for conducting the Lok Sabha Elections on the hills in 2009 was achieved. The then DGP, Bihar commended the Rohtas Police for display of professionalism during the operation.

Conception of Sone Mahotsava – The Rohtas Fort Theme

As I experimented with the operational strategy for different anti-Maoist operations, I also discovered that the solution to the crisis lay not just in military-style operations. It needed to be dealt in a different way which could not be successful without properly engaging the community and creating for them a stake in the end of violence. The community needed to be involved into the operation and it required a theme which could unite the purpose of the police and the community. The theme had to be one which could be easily understood and with which one in the affected community could associate without fearing opposition from the Maoists. Any theme which would invite the ire of the Maoists or one with which the community could not connect was sure to receive a death blow with inception. I brainstormed with some concerned locals about the desire to bring in permanent change in the affected region. As I was looking for such themes my attention turned again to the Historic Rohtasgarh Fort, which stood as a cultural symbol of the past and one for which the tribals residing in the area had great respect. While the Oraons believed it to have been the place of their origin and also worshipped it and celebrated festivals in it, the Kharwars had retained memories of their rule from the fort which also bore inscriptions of the medieval age attesting to the Kharwar suzerainty as custodians.

Since I did not want to face opposition from the Maoists in the way of opposing participation of the community in programmes or meetings being called by the Police, the theme of the meetings called for engaging the community was never against the Maoists or did not even name them as a source of disturbance of the region directly, but in fact

encouraged people attending the meetings to think of ways to develop peace in their areas so that tourists could think of visiting them without fear which would result in ultimate economic development.The initiative was named as 'Sone Mahotsava' and had the stated aim of restoring mainstream tourism on the Rohtas Fort. It was started as a community policing project of Rohtas Police and also had its goal to create a better understanding of the history and culture of the Sone Valley and creating a glorious future by taking inspiration from the works of ancestors who were credited with an illustrious and magnificent past of the Sone Valley and Rohtasgarh. The Sone Mahotsava was conceived to motivate local people to come forward and work together in order to forge social unity amongst the inhabitants of the Sone Valley, and further to remove the atmosphere of fear prevailing in the minds of the people and thus to contribute in the development of the valley. The mission statement which often motivated the local people was that if their ancestors could attain such heights of prosperity in the past as exemplified by the Rohtas Fort, why couldn't the descendants of such worthy ancestors bring glory and peace to their homeland.

The Sone Mahotsava began in Rohtas on 3rd December 2008, in a meeting attended by all local elected representatives of the blocks of Nauhatta, Rohtas and Tilouthu. Several other social groups also attended this meeting. Since the Maoists would not attend such a meeting and since the message was to be delivered deep into their areas of influence, the ones who could be contacted first without controversy happened to be the elected public representatives who were thought of as a bridge between the police and the community at large in order to deliver the new theme of development and peace. The meeting was

historical in the sense that no such meeting had earlier been called for by the police. Seeing the Police not speaking about operations and routine, but about positive change in what was their own region, the response was tremendous and encouraging. The Rohtas Fort was surely understood a symbol of the illustrious past of the Sone Valley. Representatives during the police public meeting brain stormed and discussed about the reasons for the backwardness of the region. In a very cordial setting it was unanimously decided to create the atmosphere for the organization of a major cultural and social event in the premises of the Rohtas Fort in the near future.

I consciously avoided naming the Maoists as a problem in the region and made only indirect references about the atmosphere of violence and uncertainty prevailing in the region, which was continuously impeding the development. For I fully understood that if a movement for change was to be started in the area and had to counter Maoist propaganda it could not start with blaming the Maoists who enjoyed a sort of popular support due to reasons which included fear as well as circumstances in the recent past. If I had started with a theme of eradication of the Maoists it would surely have failed with the Maoists targeting it from Day One. The strategy was to keep the Maoists who also drew their numbers from the community confused since they should normally not be opposing a movement which aimed at restoring the cultural heritage and pride of the the community they were a part of. The changed police linguistic was being watched at close quarters by the Maoists planning their next move.

This first major community exercise was organized on 3rd January, 2009 in the most extremist affected Nauhatta block of the district. It was followed in quick succession and with

regularity in affected pockets of the district. The camps included blanket distribution to the needy beneficiaries along with a free medical check-up which wasfollowed by a community meal and cultural programmes. The people from the remote areas had a rare occasion to see such a gathering. The spirit of change was seen in all the faces assembled in the camps. The youth saw the light and promise of a better future which had been blocked by extremists under the shadow of the gun. The reception and participation at the various police public meets organized for Sone Mahotsava had been very encouraging. The underlying philosophy was that with larger public participation with the police in organizing an event of such scale, the gaps between police and public should come down to a certain extent. Another aspect was to promote the Rohtas Fort as an icon of tribal magnificence in the past and to encourage its promotion as a tourist destination by the community who could take pride and also economically if the conditions were made suitable for the inflow of tourists to their most important heritage. As a Police representative I often explained that once the community would become aware about the need to create conditions for tourism on the fort, the Government was sure to assist. A plan envisaging a Ropeway to ferry tourists from the bottom to the top of the Rohtas Hill was also conceived. The experiment had thus begun in Rohtas and it was decided to carry it forward even in the face of adversities.

The Maoists had been watching the developments and change from very close quarters and were feeling threatened by the growing respect for police in poor classes. They were seeing it as a dent in their existence base, and reacted on the night of 21st/22nd January, 2009, by setting fire to 11 public trucks plying on the Dehri-Rohtas road. The project which aimed to bring about a cultural renaissance in the Sone

Valley had just begun. The survival depended on the sustenance of bonds between the police and the public in the face of the continuous challenges posed by the extremists who still had a stronghold in the hilly areas of this bordering district of Bihar.

Flag Hoisting on the Fort in 2009

The beginning of organization of events on the Fort was made by hoisting the tricolour on the fort on 26th January 2009 by the Rohtas Police. A 3 day camp was organized under the leadership of the then SDPO, Dehri, Mithilesh Kumar and Asst Commandant of CRPF 62nd Bn, Prakash Chandra. More than 500 people from villages on the hills participated in the event. A Parade was organized on the fort and was followed by cultural programme and community lunch. The fort had not seen regular flag hoisting for years, and thus the beginning was a great symbolic change. It gradually has become a tradition and now continues with increasing participation of the community every year.

Conduct of Parliamentary Elections, 2009

As times passed, the Operation on the Hills continued along with the Community Policing Schemes. The Parliamentary elections were to be held in the district on 16th April, 2009. Conducting free and fair Elections on the Kaimur Hills was a great challenge for the police. It was believed to be very risky to carry out police operations on the Hills. During several previous elections the booths used to be shifted down hill at a large distance from the voting population to ensure safety of the polling parties. It was very important to conduct election on the hills to restore faith of the people in the capability of the state administration, as well as to promote democracy in naxal affected area by larger public participation in the polls. A camp of the BSF which was set

up on the hills for conducting the Polls at Dhansa village was attacked just a day preceding the elections (on the night of 14th/15th April 2009). This attack on the BSF Camp due to which polling had to be adjourned on 16th April at 6 hill booths was taken as a big challenge by the District Administration for the restoration of normalcy in the region. To conduct proper polls at the same places to ensure proper participation of the villagers, a major operation was planned and worked out jointly with the district administration to dominate the hills in wake of all possible threats for the re-conduct of adjourned polls on 9th May, 2009. The major two day operational plan to conduct elections on the hills was started on 8.5.2009 at 0300 hrs. The plan succeeded with the retreat of forces from naxal affected areas to safe areas by 2000 hrs on 9.5.2009. All arrangements for the poll, which included deployment and withdrawal of 14 coys of CPF and 200 men from SAP, apart from regular district police, was done successfully during this period. The people on the hills participated in large numbers in the polls with a 50% turnout at Dhansa, which earlier had witnessed attack on the camp of the BSF. This made the whole experiment a major success.

The Tourist Guide Project

The events in the Sone Mahotsava were further continued in 2010 with extended and deeper focus on connection of the hill tribals into the mainstream. The Rohtas Fort theme had become quite popularly known in the district as well as outside. Several Boards were placed at places of prominence including Railway Stations and highways passing through the district as Landmarks inviting tourists to visit Rohtas. To encourage the youth residing in the villages near the Fort, a two day workshop was organized on the 14th and 15th of March 2010, for 40 selected tribal youth at Dehri-on-Sone to create awareness about the promotion of tourism on the fort.

The youth were motivated to act as tourist guides for tourists visiting the fort due to publicity by the police. They were given bicycles and other equipments for supporting the tourists and were also delivered special sessions on hospitality by experts. Later, Bicycles and torches were also distributed to a group of another 40 youth in Rohtas to act as messengers of change. To recognise tribal aspirations, the Police involved the community in celebrating tribals legends and heroes together. During the month of June, 2010, a festival was celebrated in honour of the local hero Nayak Pratapdhaval, known from his historical inscriptions at several places on the hills, which further helped in building bonds.

The holistic approach in Rohtas to tackle the problem at various levels by involing the community and by launching planned police operations effectively countered the Maoist propaganda in the area and paved the way for change and ultimate resolution. A resurrection of tribal pride was witnessed in the events organised by the police with the involvement of the community in 2010. The strategy was seen to create wonders and delivered results as the magnitude of the problem in Rohtas reduced to a great extent in just over two and half years when I was transferred for my next posting in February, 2011. Casualties of the police reduced over time, and a sort of community opposition to the Maoists was witnessed in the area. About 15 members of the armed Maoist squads of the plains of Rohtas surrendered before the police resulting in lasting peace in the region. At the time of my transfer from the district, the Maoist strength which once used to operate in hundreds had shrinked to a group of just about 15-20 persons who were utilising the cover provided by the inaccessible regions on the borders of Bihar, Uttar Pradesh and Jharkhand. They were now on the

target. Starting from a phase when the entire district felt under threat, the Maoist activities had now got localised to a small patch in the Chutia Police Station area. It was their only stronghold from which they could approach and dominate the hills. The wane was clearly in sight and peace was in the air.

The community policing activities in the region were further continued along with regular intensive operations by my worthy successor SP as well after I was transferred from the district in February, 2011, which led to continued and further alienation of the Maoists from the community. The change set in since the inception of the Sone Mahotsava in 2008, was now ready for affirmation. Around the Middle of 2011, the circumstances on the Hills were changed enough with the emboldened tribals almost ready for an open revolt as they got organised and were ready to take on the Maoists who had disturbed the peace of the region. Seeing the Maoists as a source of the conflict that hampered growth of their region which had an illustrious history, some of the tribals took it upon themselves and killed the main Zonal Commander named Birendra Yadav @ Rana in cold blood along with an accomplice. With this incident, the Hills had changed forever for the Maoists. What earlier had been a stronghold and a source of permanent shelter was no longer so. The tribals had become friendly with the police and supplied information about every movement of the rebels. The circumstances had changed totally. The Maoists initially responded by killing family members of some prominent tribals who had led the Revolt. There were some phases of major disturbance on the hills which led to a migration of the tribal population downhill for some time, but the transition with continued police effort gradually led to peace in the region. The Maoists gradually realised that it was not

possible for them to survive on the hills in wake of the public and tribal hostility. Many of them surrendered before the Police creating an atmosphere of lasting peace in the region. To conclude it must be affirmed that a solution which worked in Rohtas may not fully work in other districts in the same manner, but with a proper identification and understanding of the endemic root causes which lead to a sort of community support for such violence, some way ahead may exist.



Sh. Vikas Vaibhav

मेरे नागालैण्ड के अनुभव

रमाकांत गुप्ता, IPS



Ramakant Gupta
IPS (2003 Batch)

रमाकांत गुप्ता जी एक अत्यंत साधारण राजस्थान के अलवर जिले के ग्रामीण परिवार से आते हैं। प्रथम चरण में राजस्थान की प्रदेश सेना में प्रवेश किया एवं हिंदी माध्यम से IPS के rank में नागालैण्ड कैडर में प्रवेश किया। नागालैण्ड में ए.सी.पी. से लेकर एस.पी. तक अद्वितीय कार्य करते हुए समाज पर गहरी छाप छोड़ी एवं वहाँ के समाज से आत्मीय संबंध भी बनाए। तत्पश्चात भारत सरकार की महत्त्वपूर्ण सेवाओं में कार्य करते हुए वर्तमान में स्वेच्छा से बांग्लादेश जैसे चुनौतीपूर्ण देश में कार्य करने की जिम्मेवारी निभा रहे हैं।

मैंने 2005 में प्रशिक्षु ए.एस.पी के रूप में दीमापुर (पूर्वी) पुलिस थाना के चार्ज के दौरान दो महत्वपूर्ण केसों से नागालैण्ड में आगामी राजकीय जीवन की नींव डाली। पहला केस था रेलवे पार्सल गोदाम से भारी मात्रा में विस्फोटक सामग्री और सूचना उपकरणों की बरामदगी और दूसरा एक महिला द्वारा 132 फर्ज़ी एनजीओ चलाने का खुलासा।

1. राजस्थान के 'नीम का थाना' मुंसिफ कोर्ट से एक सम्मन रेलवे पार्सल गोदाम, दीमापुर के एक कर्मचारी के नाम आया तो किसी कांस्टेबल को तामील कराने को भेजने के बजाय स्वयं चला गया ताकि इसी बहाने रेलवे पार्सल गोदाम के निरीक्षण का मौका भी मिल सके (अनौपचारिक निरीक्षण)। गोदाम में कुछ बड़े–बड़े बक्से रखे थे जो एस.पी, वायरलेस,

मणिपुर के नाम से आए हुए थे। मैंने जब मैनेजर को पूछा तो उसने उन बक्सों में क्या सामान है इस जानकारी से अनभिज्ञ होना स्वीकारा। इस पर तुरंत मणिपुर में अपने बैचमेट को फोन मिलाया और पता करने के लिए कहा। थोड़ी देर में उसका जवाब आया कि मणिपुर में एस.पी. वायरलेस, नाम का पुलिस में कोई पदनाम नहीं है। फलस्वरूप एक बक्से को खोलकर देखा गया। अंदर मोटोरोला कंपनी के वायरलेस सेट और उनसे संबंधित अन्य उपकरण मिले। आनन--फानन में दीमापुर कोर्ट से सर्च वारंट जारी करवाकर गोदाम की सुचारू रूप से जांच आरंभ की गई। कुल मिलाकर 120 वायरलेस सेट (अतिरिक्त बैट्री व अन्य उपकरणों के साथ), 53 यूएस कार्बाइन्स की मैग्जीन और करीब 250 किलोग्राम विस्फोटक सामग्री मिली। इसके अतिरिक्त देश के विभिन्न भागों से चोरी किये गए अनेक वाहन भी प्राप्त हुए। अगर ये सूचना उपकरण और विस्फोटक सामग्री देश विघातक शक्तियों के हाथ लग जातीं तो कितना नुकसान होता, इसका अंदाज़ा लगाना मुश्किल है।

2. केंद्र सरकार से 'ओखो एल्ही सोसायटी' नाम के एनजीओ की जांच के लिए एक पत्र 'डिप्टी कमिश्नर, दीमापुर' के पास आया जो उन्होंने जांच के लिए पुलिस अधीक्षक, दीमापुर को भेज दिया, जिन्होंने उसे मुझे प्रेषित कर दिया। प्रथम दृष्ट्या जांच साधारण लग रही थी, जिसमें एनजीओ का ऑडिट करने वाले सी.ए. के ऑफिस को फोन पर बात करके जवाब भिजवाया जा सकता था। किंतु मैं स्वयं सी.ए. के पास पहुंच गया। जांच के दौरान सी.ए. ने बताया कि सील तो उनकी है पर हस्ताक्षर उनके नहीं हैं। तुरंत एक टीम लेकर एनजीओ की संचालिका 'एस्थर किथान' के घर छापा मारा तो लगभग 12 घंटे चले इस छापे के दौरान 132 फर्ज़ी एनजीओ के

दस्तावेज, कई महत्वपूर्ण कागज़ात और संबंधित सूचनाओं से भरी पड़ी अनेक डायरियाँ बरामद हुईं। अकेले एक महिला द्वारा 132 फर्ज़ी एनजीओ चलाने, सबके माध्यम से केंद्र सरकार से करोड़ों अनुदान में प्राप्त करने और उसका गबन करने तथा जमीन पर किसी भी प्रकार का काम नहीं करने का यह एक विशिष्ट मामला था। प्राप्त डायरियों में राज्य सरकार के कई मंत्रियों, वरिष्ठ अधिकारियों तथा केंद्र सरकार के विभिन्न विभागों के कई अधिकारियों के इस काले धंधे में संलिप्त होने की जानकारियां दर्ज़ थीं।

ये दोनों मामले उस वर्ष नागालैण्ड के विभिन्न समाचार पत्रों द्वारा वर्ष की प्रमुख घटनाओं के रूप में उल्लेखित किये गए।

Rs. 200 Cr. Black Money Seized in Punjab in Past 4 Months

Rohit Mehra, IRS



Rohit Mehra
IRS (2004 Batch)

रोहित मेहरा जी अमृतसर पंजाब के निवासी हैं। अध्ययन काल में मेरिट के स्थान प्राप्त करते रहे। M.A. Political Science से करने के बाद राजस्व सेवा में आए। राजस्व सेवा में एक कड़क एवं कठोर निर्णय लेने के क्षमता के धनी हैं। अपने लिए अधिक से अधिक, नया से नया कार्य, चुनौतियाँ और उनके हल ढूँढ़ते रहने की ललक बनी रहती है।

The Directorate of Investigation here has in the past four months dug out black money to the tune of more than rs 200 crore in four raids (two each in Amritsar and Ludhiana) and another Rs 112 crore in seven survey actions (five in Ludhiana and two in Amritsar).



It seized cash and jewellery worth Rs 8 crore, and secured the highest-ever black money disclosure of Rs 51 crore from

KS Agro Group in the Amritsar zone. It targeted hotels, pharmaceutical units, forging units, designers, rice mills, medical professionals, and educational institutes. From VAVCI, Amritsar, it seized rs 11.5 crore, highest ever in a survey action in the zone.

Investigators found out bogus long-term capital gains claims of more than Rs 100 crore, involving more than 130 beneficiaries. Punjab's director of income tax (DIT) P Sachdev and joint director Rohit Mehra ordered the raids. The Investigation team comprised Amit Dua, Rahul Sohu, Rishi Kumar, Yashwinder Garg, Manoj Kumar, Satbir Singh, Daljeet Pandher, Lovish Shelly, and AL Nayak.

Indian Taxation Advocates Association state president Jatinder Khurana said that under income tax laws, there was a wide difference between a survey and a raid. Under Section 133 (A) of the Income Tax Act, the survey is done only at business premises — shop, office, warehouse or factory. The surveyors can enter the taxpayers' house only if they state that the account books are over there. Under Section 132 of the IT Act, a raid is conducted on business and residential premises at the same time. Income from the sale of property is counted as income from capital gains.

इनकम टैक्स डिपार्टमेंट के इन्वेस्टिगेशन विंग ने की कार्रवाई

स्पेशल 26 फिल्म की तर्ज पर 17 करोड़ के कालेधन का पर्दाफाश

लुधियाना, जालंधर, पटियाला, अमृतसर के अफसरों को सेमिनार में बुलाया

- सेमिनार के फौरन बाद जालंधर और होशियारपुर स्थित हॉस्पिटलों में अफसरों की टीम ने की कार्रवाई
- जम्मू-कश्मीर से आए अफसर भी थे शामिल

"आधार" प्राथमिक शिक्षा के सुधार हेतु एक प्रयास

सुरेंद्र सिंह, *IAS*



Surender Singh
IAS (2005 Batch)

सुरेन्द्र सिंह जी 2005 बैच के I.A.S. हैं। ये कासिमपुर गाँव, जिला मथुरा के रहनेवाले हैं। जहाँ भी रहे हैं एक प्रभावी एवं निष्पक्ष प्रशासक की छाप छोड़ी है। मूल रूप से पैट्रोलियम इन्जीनियर हैं और अधिक वेतन छोड़कर कम वेतन पर कुछ विशेष करने की मानसिकता से प्रशासनिक सेवाओं को चुना।

जीवन में कुछ कर गुजरने का जज्बा कहें, या शिक्षा को सेवा मानते हुए सरकारी स्कूलों के सर्वांगीण विकास की लगन। जी हाँ, ऐसा ही कुछ मुज्ज़फ्फरनगर जिले के सरकारी स्कूलों में देखने के लिए मिल रहा है। मुज्ज़फ्फरनगर के जिलाधिकारी श्री सुरेन्द्र सिंह ने प्राथमिक शिक्षा के सुधार के क्षेत्र में एक ऐसा अनूठा प्रयोग किया, जिससे कभी दंगो के लिए जाना गया जिला, अब शिक्षा के क्षेत्र में हो रहे प्रयोग के लिए जाना जा रहा है। जिलाधिकारी श्री सुरेन्द्र सिंह ने इस तथ्य को समझा कि, प्राथमिक शिक्षा किसी बच्चे के भविष्य के विकास के साथ–साथ समाज के विकास में भी अहम भूमिका निभाती है।

इस बात से भी मुँह नहीं मोड़ा जा सकता है कि, सरकार के अथक प्रयासों के बावजूद, कई लुभावनी योजनाओं के बाद भी सरकारी स्कूलों का शिक्षण स्तर ज्यादा सुधर नहीं पाया है। सरकारी स्कूलों और प्राथमिक शिक्षा के सुधार के लिए मुज्ज़फ्फरनगर के जिलाधिकारी श्री सुरेन्द्र सिंह ने पूरे जिले भर में एक योजना के

चलते सरकारी स्कूलों में मौजूद संसाधनों का अधिकतम इस्तेमाल करके शिक्षा के स्तर को सुधारना, समाज के हर तबके तक शिक्षा का पहुँचाना, बच्चों के बीच प्रतियोगिता की भावना को बढ़ाना, बच्चों के अभिभावकों और शिक्षकों के बीच संबंध स्थापित करना है।

ऐसी बहुआयामी उद्देश्यों वाली योजना 'आधार' को पूरे जिले में कई नवीनतम प्रयोगों के साथ लागू किया गया। इस योजना के तहत कई सरकारी स्कूल जो शिक्षकों के अभाव में बंद हो गए थे, उन्हें दोबारा शुरू किया गया और पूरे जिले में सभी सरकारी स्कूलों में शिक्षकों की समान संख्या में भर्ती की गई। योजना के तहत आदर्श शिक्षक और मेधावी छात्र खोज प्रतियोगिता का भी आयोजन किया गया। इस योजना की खास बात ये रही, कि शिक्षक का प्रदर्शन सीधा छात्रों के प्रदर्शन पर निर्भर था, जिससे शिक्षकों ने छात्रों को पढ़ाने में अधिक से अधिक रूचि दिखाई। छात्रों ने भी इस प्रतियोगिता में बढ़ चढ़ कर भाग लिया और पूरे जिले से 31287 छात्रों ने परीक्षा दी।

ये प्रतियोगिता इतने प्रभावी ढंग से आयोजित की गई, कि परीक्षा में टॉपर रहे 64 छात्रों को जिले के समृद्ध परिवारों ने गोद लिया और उनकी पूरी पढ़ाई का खर्च वहन करने का आश्वासन भी दिया।

'आधार' योजना के तहत 500 सरकारी स्कूलों को मॉडल स्कूल बनाया गया, शिक्षकों और अभिभावकों की समय–समय पर मीटिंग कराई गई, जिले भर में हर तबके को प्राथमिक शिक्षा के प्रति जागरूक किया गया। यह प्रयोग इतना प्रभावी साबित हुआ कि जिले में निजी स्कूलों और सरकारी स्कूलों के फर्क को काफी हद तक कम कर दिया, या यूँ कहें कि खत्म ही कर दिया।

क्योंकि 'आधार' योजना के बाद जिले के 8000 से ज्यादा छात्र जो निजी स्कूलों में पढ़ते थे, उन्होंने सरकारी स्कूलों में प्रवेश लिया। साल 2013–14 में छात्रों की प्रवेश संख्या में भारी बढ़ोतरी देखने को मिली। छात्रों की उपस्थिति में भी हैरान कर देने वाला सुधार देखने को मिला। जिलाधिकारी श्री सुरेन्द्र सिंह के इस प्रयास की वजह से जन सामान्य का सरकारी शिक्षण संस्थानों से उठता भरोसा दोबारा स्थापित हो रहा है।

MY ADMINISTRATIVE CAREER

Vishal Solanki IAS



Vishal Solanki
IAS (2005 Batch)

विशाल सोलंकी जी महाराष्ट्र के पूना के फर्ग्युसन कॉलेज (जो 108 वर्ष पुराना है) से BA राजनीति शास्त्र में करने के पश्चात् I.A.S में आए। केवल I.A.S. सिविल सेवा में जाने का मन इनका कॉलेज के समय से ही था। और प्रथम प्रयास में ही राजस्व सेवा मिलने पर उसे अस्वीकार करके दूसरी बार I.A.S. में 8वीं रैंक हासिल की। आप एक बहुत ही समृद्ध परिवार से हैं किंतु देश का कार्य करने की लगन इन्हें सिविल सेवा में लाई। विशाल जी अद्वितीय कुशाग्र बुद्धि, लगन एवं प्रतिभा के धनी है। राज्य सरकार में समय-समय पर जब भी अत्यंत चुनौतीपूर्ण समयबद्ध कार्य आते हैं इन्हें वह दे दिया जाता है और ये प्रशंसनीय ढंग से कार्य को सम्पन्न करते हैं। वर्तमान में अपेक्षाओं से भरी नई सरकार ने इनका कार्य स्थान मुख्यमंत्री कार्यालय में कर दिया है।

1. 11th rank in the HSLC Board Merit List in Class 10.
2. Gold Medal in BA (Political Science)
3. Actively involved in various activities of Chanakya Mandal Pariwar, Pune like Relief Work during Gujrat earthquake, in Tsunami hit areas in Tamilnadu etc.
4. At the age of 21, Rank 181 in the first attempt of UPSC (Youngest in the entire country) - but did not join Indian Revenue Service.
5. At the age of 22, Rank 8 in the second attempt (2nd youngest in the IAS Batch of 2005)

6. L. V. Reddy Memorial Award for Best Performing Officer Trainee in North East presented by Cabinet Secretary to Govt. Of India in August 2005.

7. Faced challenges of ULFA & NDFB insurgency etc. as SDM in Vishwanath Subdivision.

8. 1st IAS officer to be posted as Additional Collector in Dhemaji district (the most backward district in the State) for carrying out Development projects.

9. Posted as Secretary, Assam Pay Commission to revise salary, pension & other Service Conditions for 6.5 Lakh State Government employees. Completed work of 2 years within 3 months with annual savings of □ 5000 Crore to State exchequer due to different salary structure compared to Central Government to use these savings for development works.

10. As Staff Officer to Chief Secretary, actively assisted Chief Secretary in administration of the State, Coordination with State Cabinet & Chief Minister's office & all other Departments.

11. As Deputy Commissioner (Collector) in Morigaon district, successfully handled Relief Operations during severe floods in the District in June 2012 ; Morigaon becoming best performing district in Assam in NREGS & many other Schemes. Morigaon also became 1st District in the country to have Seva Kendras in all Rural Areas for Citizen Centric Services.

12. Attended advanced Training in Finance at Edinburgh University, UK and in Public Administration at Korea Development Institute, Seoul, South Korea.

13. In recognition of work, Chief Minister of Assam Mr. Tarun Gogoi posted me as Collector, Jorhat (His Home district) in July 2013. Various initiatives were taken which are first in the North East like launching Green Public Transport Vehicles named 'Jorhat Pride', 1st ever International Diplomats Golf Tournament in Assam, 1st ever International Trade Fair etc. Quantum jump in performance achieved in last 1 year in areas of Health, Education, Agriculture, Rural Development, Urban Amenities etc. Also opened first 'Solid and Liquid Resource Management Centre' in rural Assam. 'Dr. Ambedkar Career Guidance Centre' opened to provide free coaching to poor but meritorious students in personality development, soft skills and preparation for competitive examinations. Received Chief Ministers' Award for excellence in public administration and also received award for the best performing district in updating National Register of Citizens (NRC) which is happening for the first time in the country to address the issue of illegal migration.

14. In recognition of work in the district, the new Government under present Chief Minister Shri Sarbananda Sonowal appointed me as Secretary to Chief Minister in June 2016.

Doorstep Delivery of Jamabandi

Dr. Om Prakash, IAS



Dr. Om Prakash
IAS (2006 Batch)

डॉ. ओमप्रकाश जी राजस्थान के बारमेर जिले के छोटे से गाँव के मूल निवासी हैं। इनके पिताजी अध्यापक हैं और आज भी राजस्थानी वेशभूषा में रहते हैं। पिताजी भारतीय संस्कारों का एक जीता–जागता उदाहरण हैं तथा पत्नी राजस्थान में ही न्यायपालिका में हैं। अत्यंत संतुलित और मृदु व्यवहार के अभ्यासी हैं। असम राज्य से भी उतना ही लगाव बनाया है जितना पैतृक राज्य से है। एक सफल एवं ईमानदार प्रशासक की छवि है।

Jamabandi is a record of rights over land and is a primary document which becomes the basis for issuing various other certificates. In availing bank loans and for seeking land sale permission a Jamabandi becomes essential. The record keeping and issue of this vital document valued by every land owner has been mired in controversies leaving apart the travails one goes through in the office of Mouzadar, the Circle Office, the SDO office and the Deputy Commissioner's office.

District Administration Nalbari is seeking to bring about transparency in this entire procedure right from updating the land records to its final issue to the legitimate land owner. The district administration has eliminated the hardship of obtaining this Jamabandi by taking steps to deliver this document at the door step of the owners. In order to do this the administration has entered all the relevant land records

(E-Panjiyan) Clearing Backlog of Sale Deeds



GOVERNMENT OF ASSAM
OFFICE OF THE DEPUTY COMMISSIONER :: NALBARI
(LAND RECORDS BRANCH)







[illegible]
Jamabandi For Surveyed Villages [illegible]

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Compared By

Circle Officer

through the Dharitree software into the server being maintained at the district headquarter. The records are regularly updated whenever there is any mutation. The NIC then prepares the patta in PDF format and prints it out on a high quality paper. In order to ensure that the security of the Jamabandi is maintained the document is embedded with a hologram and a number of security features like the Digital signature of CO and LM, a water mark and the round seal of DC office. The copies of Jamabandi (currently covering 4 out of 7 Tehsils) were issued in village level meetings and through specially designated stalls for issuing Jamabandi copies. Advance information about the issue of Jamabandi copies is done through various publicity mechanisms like miking, through Gaon Burahs and PRI members.

E-Panjiyan is a computerized system of recording sale deeds. Before introduction of this computerized system, the procedure followed was that the deed would be submitted in the office of Sub-registrar which would be followed by writing of the certified copy of deed by an Extra Writer and its delivery (it use to take 3-7 days). This would be copied in the volume register. The new sale deed would have to be indexed in the Index register and then the original deed would be returned. Indexing the new need and returning the original deed would take many years because of an acute shortage of manpower besides the issues of attitude, corruption and misuse.

E-Panjiyan started in Nalbari district on 17th January, 2012. In June 2014 around 65,000 original deeds were pending at various Sub- registrar offices of the district for indexing and entry in the volume register. These were pending since 1994 and there was no interest to clear this back log causing great harassment to public. The district administration decided to clear this back log in a Mission mode beginning in July 2014.

Four numbers of data entry operators were engaged for indexing which is now computerized. One Junior Assistant was engaged solely to scan the original deeds. After the scan was stored the original deed holder was i Before the introduction of E – Panjiyan in the district , copying of documents in the office of Sub-registrars was done manually and it use to take years to get back the original documents . After the introduction of E – Panjiyan the time has reduced drastically from years to merely one day. However, due to earlier practice of manual copying informed through a post card to collect his original deed.

Before the introduction of E-Panjiyan in the district, copying of documents in the office of Sub-registrars was done manually and it use to take years to get back the original documents. After the introduction of E – Panjiyan the time has reduced drastically from years to merely one day. However, due to earlier practice of manual copying there was huge backlog in the district. To dispose off such a huge back log and to facilitate the citizens, it was decided to engage the Extra writers from the offices of Sub- Registrars and few private technical persons to scan these pending deeds in Mission mode manner. Accordingly with the help of the present infrastructure and with this additional manpower the work of scanning was started in June, 2014 and all have been scanned. To facilitate the public and to inform them that their deeds are ready for delivery, it was decided to send post cards to each such individual whose deed was ready for delivery. All together 65,000n such post cards have been issued. A separate counter has been made in the Sub-Registrar's offices to provide services to those visitors who are coming with these post cards.

মহাশয়/মহাশয়া,

ইয়াৰ দ্বাৰা আপোনাক জনোৱা হ'ল যে, আপোনাৰ "মূল দলিল"খন জ্যেষ্ঠ উপ-পঞ্জীয়ক(সদৰ) কাৰ্যালয়, নলবাৰীৰ পৰা নিব পৰা হৈ আছে।

উক্ত দলিলখন নিবৰ বাবে পঞ্জীয়নৰ "মূল ৰচিদ" খন জমা দিব লাগিব।

ভৱদীয়-

(ডাঃ ওম প্ৰকাশ, আই,এ,এছ)
উপায়ুক্ত ও জিলা পঞ্জীয়ক
নলবাৰী

(Sample copy of Post Card)

Flood Free, Clean & Beautiful Nalbari

Dr. Om Prakash, IAS

1. **Objectives / Priorities of the initiative :**

   i. To do away with the perennial problem of artificial flood in Nalbari town.

   ii. To make Nalbari town, the district headquarter, a clean, hygienic and one of the most liveable town of Assam.

2. **Background of the initiative :**

Nalbari town, the headquarter of Nalbari District is one of the oldest towns of the state of Assam and boasts of producing great literates and educationists over the ages. However, in spite of its close proximity with Guwahati, the gateway of the North-east and the state metro, development in Nalbari town has been very slow, owing to various reasons; its unplanned growth being one of the major reasons. Notwithstanding the slow pace of development, ingress of population growth and influx in and around Nalbari town has been a continuous process, leading to unplanned and haphazard urbanization. This along with a poor sense of belongingness, hygiene, rampant use of plastic material etc has lead to numerous problems including the problem of clogging of drain and artificial floods every year, de-forestation and unhygienic environment in the district headquarter. Understanding the gravity of problems and the threats they have been posing to the future development of the town and the district as a whole, the district administration has decided to take the initiatives to not only free the town from the problem of

annual artificial flood but also to make the town one of the most liveable towns of Assam under an initiative "Clean Nalbari, Green Nalbari" with active participation of various Governmental agencies like Nalbari Municipal Board and the local people.

3. **Major initiatives taken under the *"Clean Nalbari, Green Nalbari"*:**

   a. ***To make the Nalbari town free from annual artificial flood*:**

   Back ground of the problem : Every year Nalbari town has to bear the Burdon of artificial flood during the rainy season. The reasons behind this are as follows :

   i. Nalbari town is situated on the bank of river Pagladia. However, base of this river is at higher level than that of Nalbari town , hence water of the town could not get drained into the river Pagladia, rather it has to drain in to river Brahamputra, which is flowing around 30 km away from the town. Also the channels which are draining the water of the town to the river Brahamputra are blocked at numerous places by the people for the purpose of fishing, cultivation etc.

   ii. The town is having insufficient pucca drains and these too have never been cleaned properly by the urban local body. Thus these are fully clogged by mud, plastic, polythenes, bottles, guthka and chips wafers, leaves etc and there is hardly any space left in these drains to hold and drain the water. Also at number of places drains are closed due to encroachments.

iii. A strong sense of hygiene seems to be lacking among the citizens of the town. The citizens not only clog the drains by throwing garbage, but they also throw the garbage on the road side thereby giving the entire town a very filthy look.

Measures taken : The Deputy Commissioner, Nalbari after conducting a meeting with people of Nalbari along with officials of the Circle Office, Nalbari Revenue Circle, Nalbari Municipal Board, Nalbari Development Authority, Nalbari Development Block surveyed all the natural outlets /channels through which the rain and regular water of Nalbari town drains out i.e. the Bhalukmara Jan, the Jaha Jan and Phulaguru Jan being the major natural draining channels/outlets. In the suevey it was found that parts of all the mentioned channels particularly Bhalukmara Jan, was either blocked or ceased to exist due to construction of building etc in the recent years, due to which the town water could not drain out at the required manner and pace, thereby causing the artificial floods every time there was a heavy downpour. As a first measure, several rounds of meetings were held with the public, as the said channels were majorly on patta land and consent was required to dug channels on their land. Though initially, there was public resentment, later on consent was acquired from nearly 250 number of concerned pattadars and accordingly blocked parts of different channels were dug for free and

undisturbed flow of water, particularly Bhalukmara Jan was dug over patta land for over a stretch of 1.5 kms starting from Nalbari Gaon, Balikaria Kharjara to Joymongla Revenue Villages. Digging of channels over patta land without acquiring of any land and also without paying any compensation to the pattadars is a success story in itself. It may be mentioned here that the digging works were undertaken under MG-NREGA, without any other additional source of funding.

After digging of the natural outlets, it was decided to undertake the work of cleaning the municipal drains with the help of Nalbari Municipal Board. As there was no elected municipal body at that point of time , Executive Officer of the Board full support for the purpose. All the culverts, concrete blocks etc covering the drains were removed and drains were cleaned with the help of JCB, manual labour, dumper, diesel pump etc. All the major drains of the town on Hajo Road, PNC Road, NT Road, Barama Road, Palla Road , Nalbari-Kamarkuchi Road, LNB Road etc were dug upto their full depth i.e. up to 5- 6 feet and cleaned of garbage which had accumulated overs 20 years in order to allow free flow of water. In the exercise that took over six months approximately 8 kms of municipal drains were dug and cleaned. The expenditure incurred in the process was paid out of general/local revenue generated by the Nalbari Municipal Board.

A very important observation that was made during the cleaning of the drains was that plastic (carry bags, cups, plates etc.) being a non-bio-degradable substance, plastic waste was one of the main contents which had blocked the drains of the town. Accordingly, polythene bags were banned in the entire district under sec 144 of CrPC by the Deputy Commissioner. In order to ensure the implementation of the ban in letter and spirit, numerous awareness meetings, rallies and continuous raids were conducted by the Executive Magistrates on regular basis and in the process polythene to the tune of 6 Quintals were seized and sent for re-cycling. Cases were filed against violators.

Another important activity that was undertaken by the district administration to ensure a solution to artificial flood was to evict unauthorised permanent encroachments that had taken place over the years on roadsides and over drains of the town. Accordingly, on a massive scale eviction drives were undertaken by the Circle Officer and her staff under the guidance and direction of the Deputy Commissioner. Several road side extensions of shops, houses etc, all illegal shops on pavements, road side and railway reserved land etc were evicted, the result of which being the major roads of Nalbari town looked sizeably broader.

b. ***Cleaning and beautification of Nalbari town*** :

Once the drains were cleaned, the next challenge was to keep it clean so that same problem should not occur again. At the same time it was also decided to clean the town, beautify it and make it one of the most liveable towns of Assam. For this purpose massive cleanliness drives were conducted at regular intervals in which huge number of local people and officers and staff of various government departments took part with full enthusiasm. By this time, the works done by the Deputy Commissioner and his team had garnered public trust and confidence in the district administration and hence, the locals whole heartedly supported and participated in the several rounds of cleanliness drives organised by the district administration in the town and also other parts of the district, be it under "Mukhyamantrir Asomor Nirmal & Seuj Abhijan", "Swaach Bharat Abhiyan", etc. Apart from the cleanliness drives, some of the major works that were done for ensuring cleanliness and beautification of the town are mentioned below at a glance:

i. Around 250 nos of dustbin were installed in different parts of Nalbari town, for the public to dump their household and other garbage, instead of littering on the streets and dumping in the drains. All the shopkeepers were requested to maintain dustbins and maintaining was ensured by them.

ii. Numerous Glow signboards indicating major roads, offices and other landmarks were installed in the town.

iii. 7 Another, major achievement that needs mention was that all shops and roadside buildings on all roads of the town was coloured in an uniform ivory colour by the owners themselves due to the initiative taken by the Deputy Commissioner. The same was also done in all major market areas and chowks of the other parts of the district. Further, the shops were also numbered and green coloured dustbins were placed by the shopkeepers in front of their respective shops. Also, flower pots were also placed in front of the shops in a bid to beautify the town and saplings were planted on roadside vacant spaces.

iv. Worth mentioning here is the eviction of a plot of land adjacent to Nalbari Sadar Police Station, which was encroached by way of concrete shabby, looking shops for over 30 years. As per direction of the Deputy Commissioner, the plot was made encroachment free by the Circle Officer and her Staff. Subsequently, a park was constructed on this land under Corporate Social Responsibility in the memory of Guruji Adya Sharma, a reputed artist of the state.

v. As it is a normal tendency of people to dump garbage in open plots of land, all open private plots were walled mostly by tin sheets to prevent garbage dumping and thus ensure sanitation and cleanliness in the town.

vi. The "Tinkunia Pukhuri" on Gopal Bazaar road once famous for its lotus blooms was cleaned

of sewage and hyacinth and other water plants, which had polluted the pond, thus ensuring its beautification.

vii. The entire municipal market and its adjoining drains which were blocked including the fish/meat markets, vegetable markets situated on hatkhula pukhuri par was closed down for several days with co-operation from the shop keepers which was cleaned and made hygienic.

viii. **Outcome / Impact :**

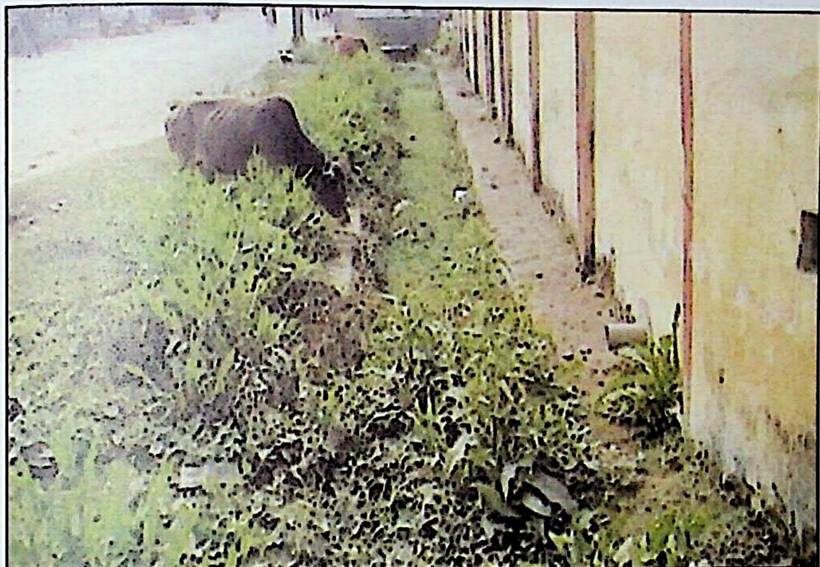
1. No artificial flood took place in Nalbari Town inspite of two phases of flood that took place in the district in the year 2015.

2. Nalbari town as on today bears a different look, correctly termed by many as "ivory town", beautiful and clean to a great extent.

The dedicated work done by the district administration goes a long way to prove that small but determined efforts have the capacity to yield unthinkable results.

PHOTOGRAPHS OF VARIOUS STAGES

(a) Before the Drive



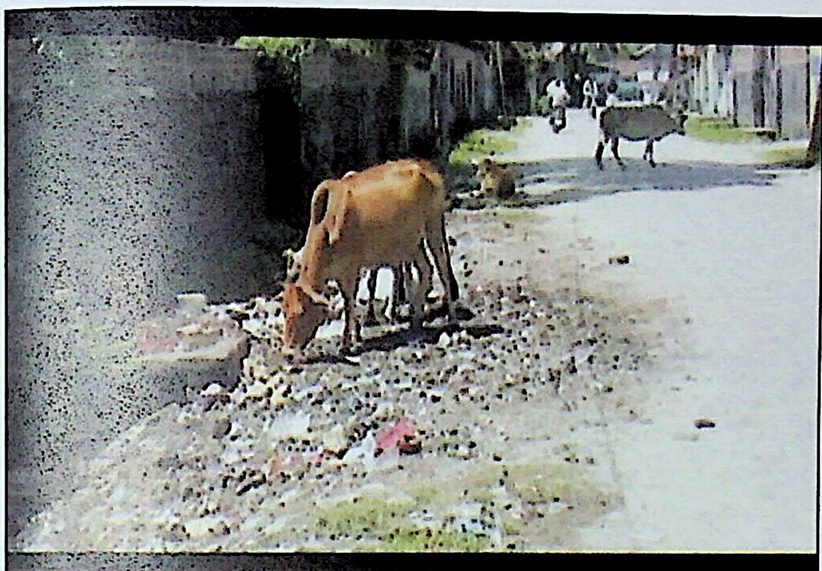


The drains

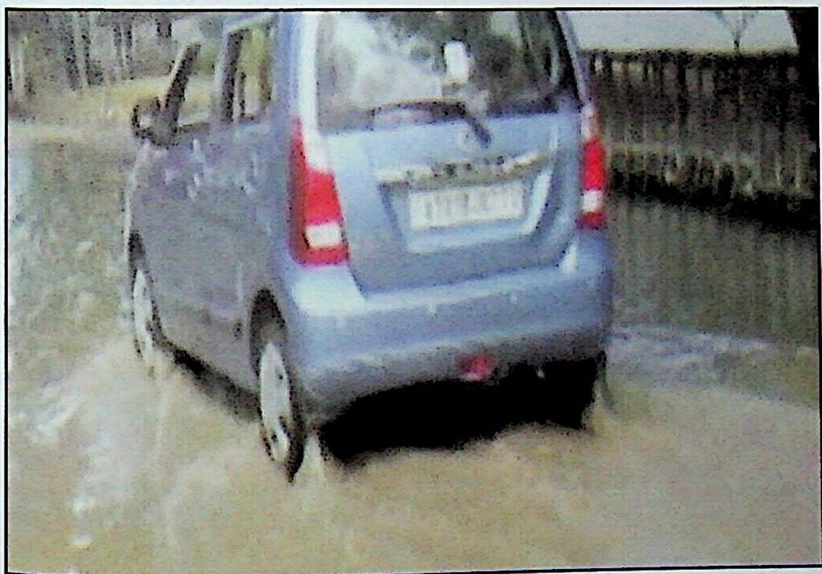




Shops and Road side



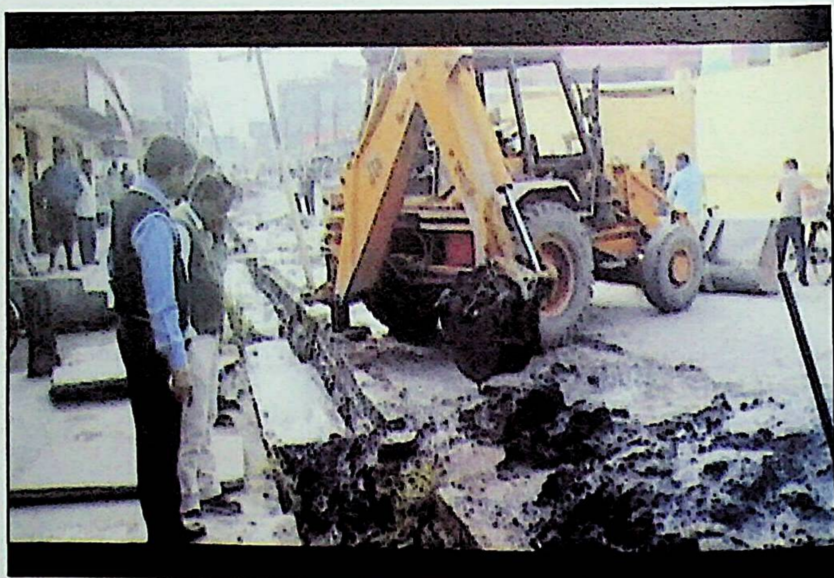
Road side



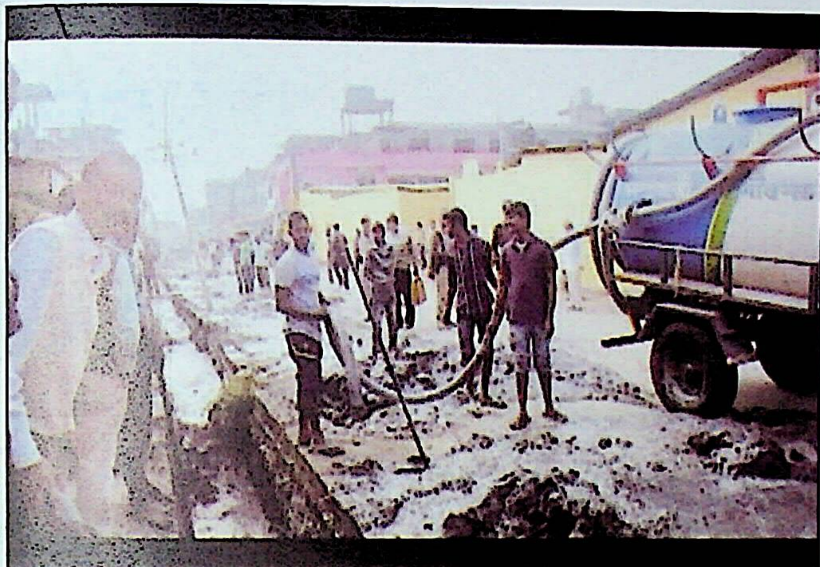
Artificial flood

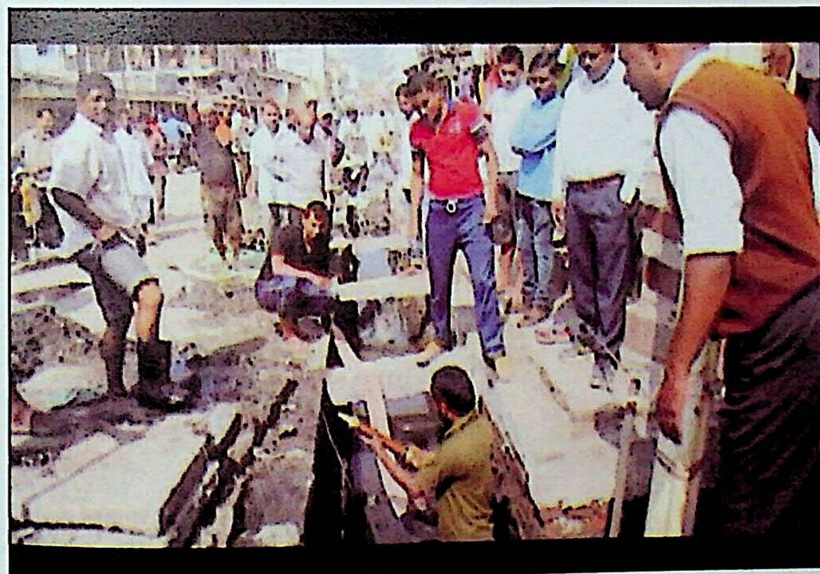
(b) During the Drive





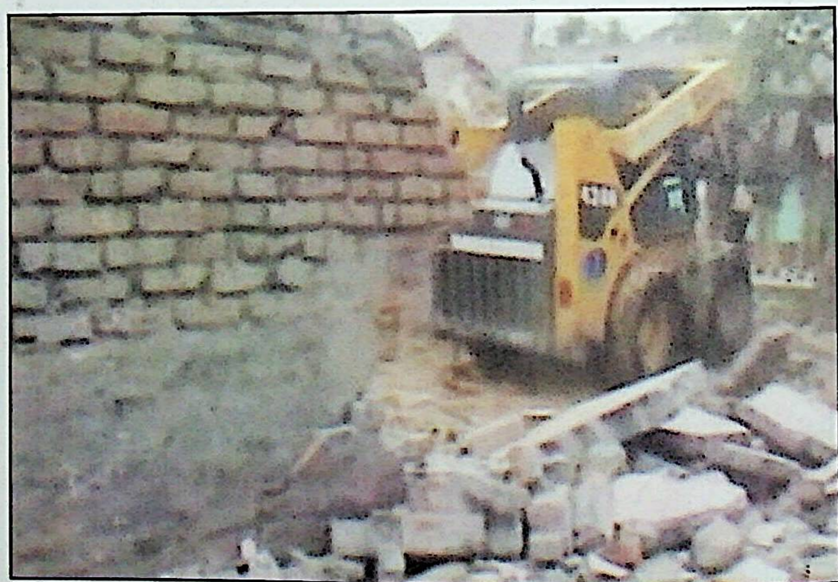
Cleaning the drains





Cleaning the drains



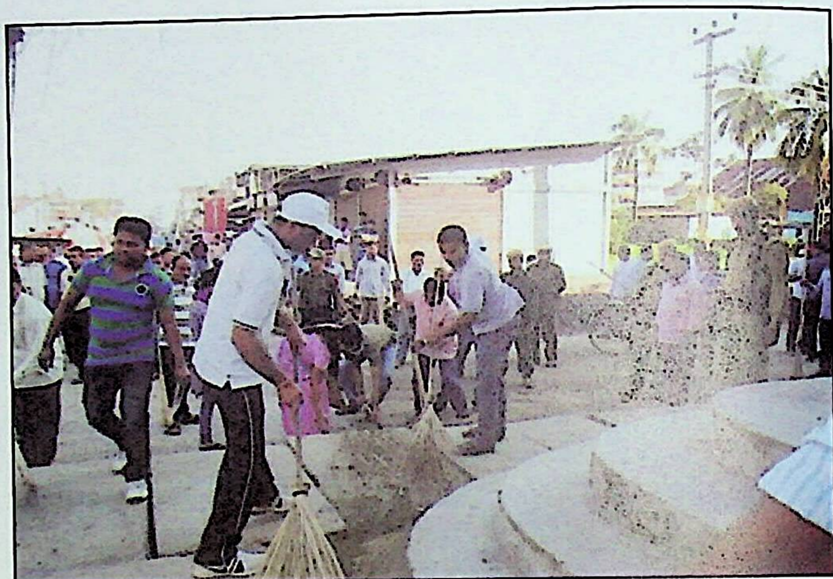


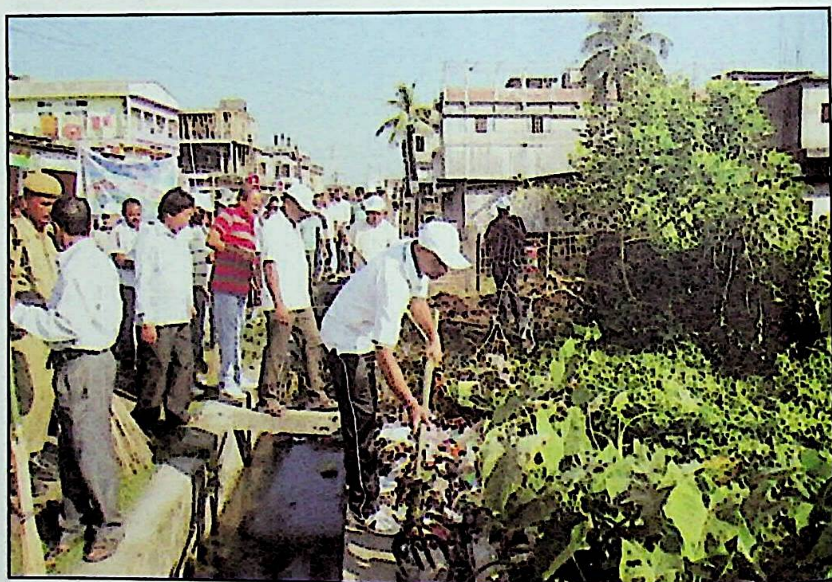
Removal of encroachments





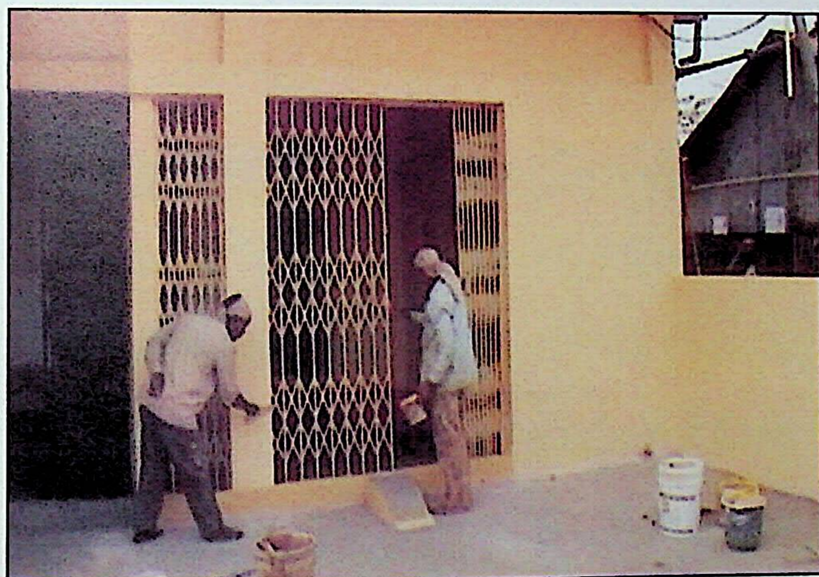
Removal of encroachments



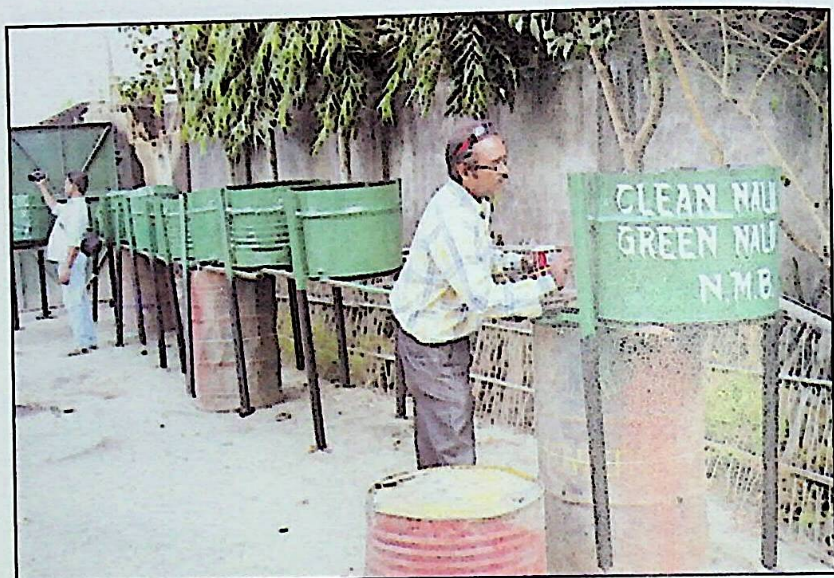


Massive cleanliness drive with involvement of local people





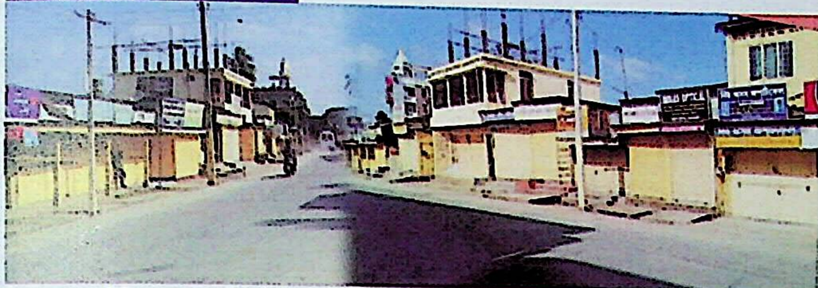
Uniform colouring of town with IVORY COLOUR



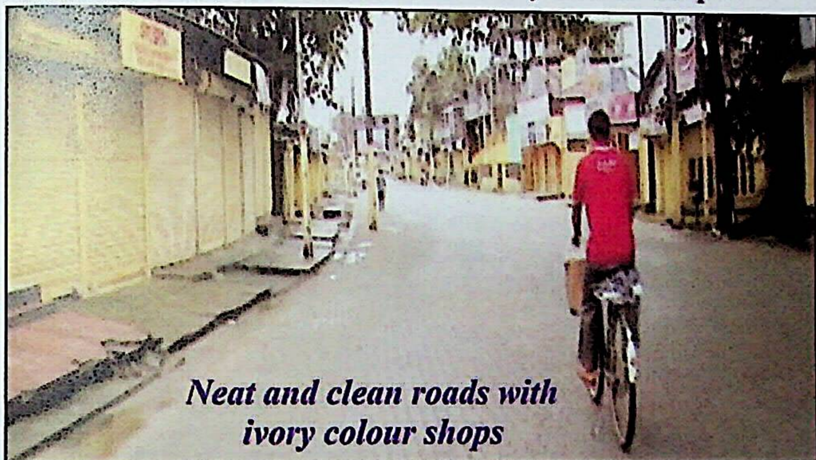


Painting of Dustbins for installation

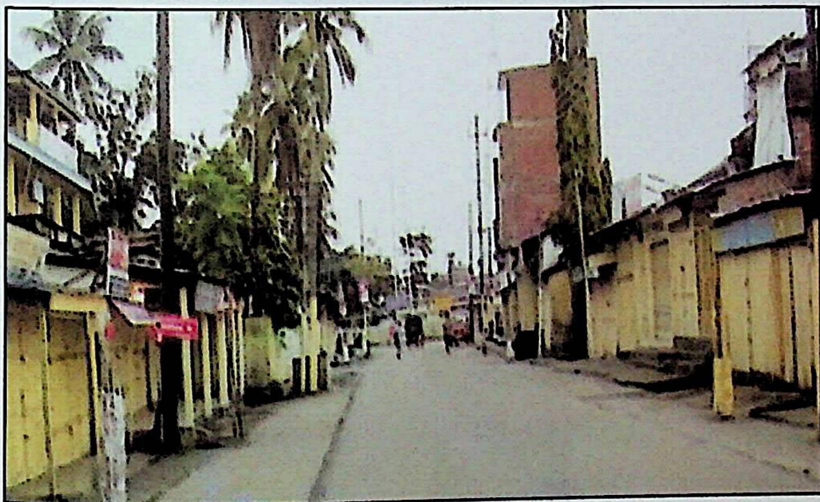
(c) After the Drive

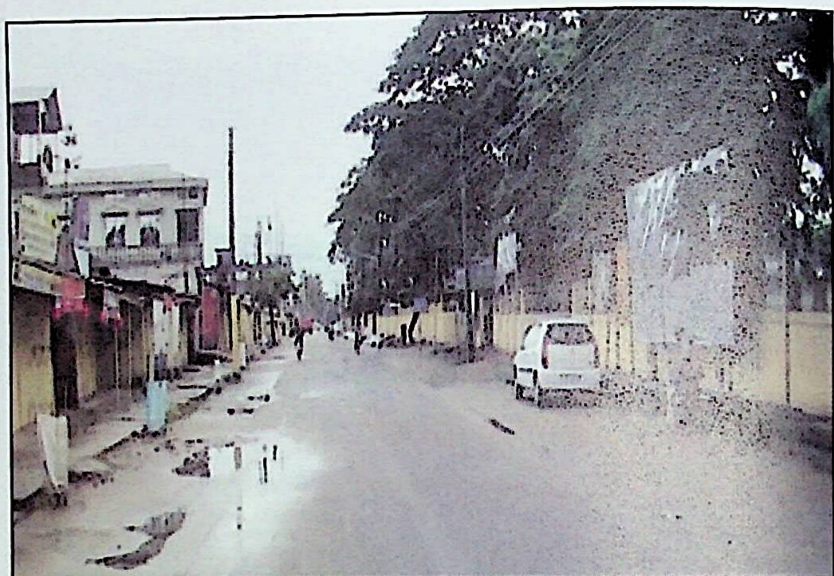


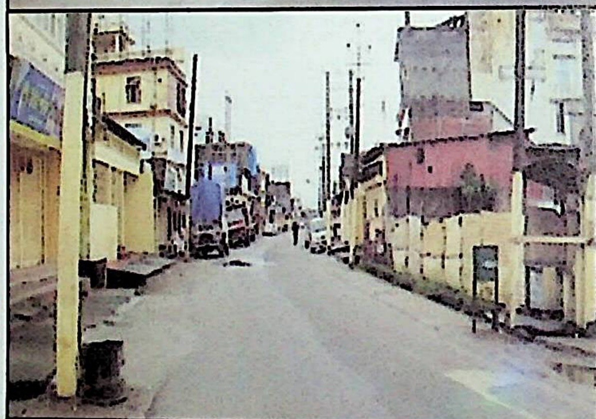
Neat and clean roads with ivory colour shops

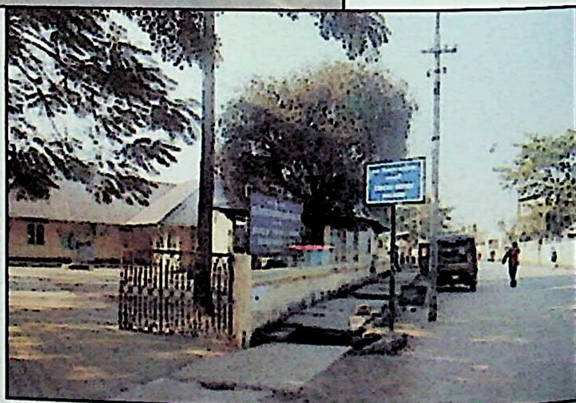


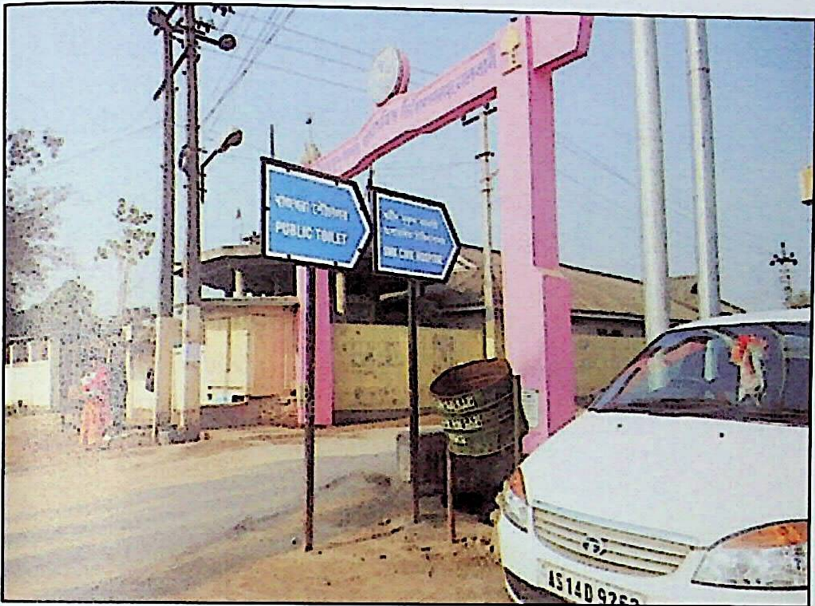
Neat and clean roads with ivory colour shops













Putting up signage and dustbins

TOILET TALES

Vaishali Malhotra, ICES



Vaishali Malhotra
ICES (2007 Batch)

वैशाली मल्होत्रा जी ने स्थापित इंजीनियरिंग कॉलेज से पढ़ाई करने के बाद सिविल सेवा में आईं। आपके माता–पिता डॉक्टर हैं और मूल निवासी ग्वालियर के हैं।

ईमानदारी एवं देशभक्ति आपको अपने परिवार से विरासत में मिली है। एक प्रभावी प्रशासक के रूप में आप हैदराबाद में कार्यरत् है। राष्ट्रीय एवं सामाजिक संवेदना आपमें कूट–कूट कर भरी है।

Whenever I am asked to share my memories of that special contribution, I hesitate…certainly not because I have made no value addition.In fact, I am proud of the systemic changes and impact I have made in my professional capacity wherever I had an opportunity to work so far. My reluctance to share professional achievements is due to the fact that what I want to share is office Toilet Tales.

Toilet Tales are liked only by children as is evident by the popularity of such stories and the book of same name among kids.While we adults understand the significance of access to toilets, any discussions on the subject still cause uneage to many. I feel the ease of doing business in this sphere of human life is must for all others efforts and policy imperatives in the country to be successful. So I will share some of these tales from different places / offices :

On completion of training, my first posting was in the Commissionerate Headquarters. While the work was

satisfying with ample opportunities to learn, the common toilet meant for ladies was dirty and stinking(so much that ladies used the toilet on the other floors). After a fact-finding trail I identified the reason: Toilet meant for gentelmen was cleaned thrice a day as stipulated due to the fear of the supervising officer (also a user of the toilet, of course) but ladies toilet was not cleaned with same frequency. Also, the utensils post lunch were cleaned in ladies toilet (as cleaning is done by a lady, obviously). When asked, supervisor said he couldn't enter ladies toilet to check and as utensil cleaning was responsibility of lady cleaner it had to be in ladies toilet. Well, the story ended with my hounding many officers including some ladies to own up responsibility of periodic checks and shifting the cleaning to the utility area elsewhere. Why the cleaning of utensils by women only or whether utility area still exists will make a part of another story…someday.

After my tenure in headquarters, I was posted in the Air Cargo complex having an enviable office with a view of the tarmac and equally challenging work. One day, a woman clad in burqa came to request the use of toilet on my office floor. Admittedly, I got little suspicious but still acceded to her request given its nature, reluctantly though. I asked her the reason for coming to me with such an unusual request when there are toilets for public use around. I was told that she was there to collect her unaccompanied baggage and waiting outside the office complex where there were no toilets/signage. To which I asked her why she thought that it was just alright to interrupt me instead of mustering up the courage and ask somebody to show you where toilets were on the ground floor. She replied that when I was coming to Air Cargo my husband (who met me a day earlier) said if there was any problem, ask for Assistant Commissioner". A

toilet for use indeed is a big problem !

I issued my first work allocation order after few months of work/people experience and one of the women officers requested and insisted that her work-allocation be changed from Examination Shed of the Air Cargo Complex to anywhere else. The request both annoyed and confused me in equal measure. But I knew that the officer was diligent and never avoided work so I decided to ask her the reason. She very calmly told me that given her age she needed toilet rather frequently and couldn't walk the long distance to office building every time. I almost didn't believe her when she said that in shed there was no toilet for the use of ladies. On visiting the office area in shed, I found that there were two toilets but both were being used by gentlemen. I had one of the two toilets converted and reserved for ladies but only after series of meetings !

Well, women do not need toilets or that is the way to keep women away from some fields/areas or it simply reflects lack of gender sensitivity in policy imperatives...I am leaving that on the readers to ponder.

After Air Cargo, I joined many other formations but then I was wiser given the earlier experiences and knew how to take care of women toilets.

It is warms my heart to recall that when after 5 years, I went again to on posting to Headquarters building, many officers mentioned that how cleanliness of toilets is being given attention. But then there are issues like requirement of uniform changing room for lady officers / up-gradation of creche facilities etc. Though most aspects were taken care of but the necessity of some of these facilities is always in discussion and are not part of these tales.

Now whenever I join a new place on work/office or inspect any formation I ensure that suitable toilet/sanitation arrangements are in place. I don't want to be a teller of sordid toilet tales but want the issue to be tackled so that everyone has a happy place in toilet story. The dream of Swatch Bharat with all its linkages with health, poverty, gender equality, productivity can only be converted into reality by providing equitable access to toilets first. What better place to start than Govt. establishments and offices?

I want to write a happy and fun toilet tales one day…as the gender equality comes one toilet at a time.

MY STORY

Krishna Gopal Tiwari, IAS



Krishna Gopal Tiwari
IAS (2008 Batch)

कृष्ण गोपाल तिवारी जी पूर्वी उत्तर प्रदेश के 45 घरों वाले एक छोटे से गाँव के रहने वाले हैं। B.A. IInd year में दृष्टि बाधितों की श्रेणी में आने के बाद एक वर्ष का विशेष प्रशिक्षण देहरादून से प्राप्त किया। M.A. अर्थशास्त्र से करने के बाद हिंदी माध्यम से सिविल सेवा की परीक्षा उत्तीर्ण कर I.A.S. में आने वाले दृष्टिबाधित श्रेणी के पहले प्रशासक है। किसी प्रकार की भी असफलता इनको उद्देश्य प्राप्त करने की दृढ़ इच्छाशक्ति से रोक नहीं पाई। दिल्ली विश्वविद्यालय के आठ महाविद्यालयों में साक्षात्कार देने के बाद दृष्टिबाधित होने के कारण अर्थशास्त्र पढ़ाने के योग्य नहीं थे, ऐसा इनके साथ घटित होने के बाद भी इनके चेहरे की स्वाभाविक मुस्कान आज भी ज्यों के त्यों है। इनकी पिछली पोस्टिंग उमरिया जिले में कलेक्टर के रूप में रही, जहाँ इनका जिला विकास की दृष्टि से पूरे प्रदेश में पहले स्तर पर आँका गया।

Background

I was born as a normal and healthy child on 15/04/1981 at Ambedkar Nagar district of eastern Utter Pradesh. My father was a weaver in a textile mill in Ahmedabad and mother was a house wife. I was brought up normally and admitted in local government primary school of my village in 1986 and started studying with my one year elder brother Sri Bal Gopal Tiwari. I was in sixth standard when my family came to know about my visual problem for the first time. After initial check-up, I came to know that my eyes were suffering

from a disease called Retinitis Pigmentosa. My treatment began in 1992 in Ahmedabad and there I was informed that its cure was not much possible even in next 10-15 years. My eye's vision was good (6/9 in both eyes) at that time. Doctors advised me to take medicines and asked me to come for check up after one year. Till 1997, I got eyes' checked up around three or four times, till then the vision was normal. First hurdle came when my father's mill got closed in 1995 and he returned back to the village and started farming as a marginal farmer. Consequently my family faced economic hardships, and it became difficult for me to continue with my treatment.

In 1998, I cleared 12th standard with first division from local college without facing much problems in reading and writing. I used to go college by bicycle. Once I also drove my friend's motor cycle for about 27 k.m. After 12th standard I got admission in T.D College, Jaunpur with my elder brother, who also had similar disease in his eyes. We both started our graduation while staying far away from the family in a rented room. In Jaunpur, we used to cook ourselves and used to get about 1500 rupees per month for our living and study expenses.

In 2001, while writing my final year examination, I suddenly felt that my vision had diminished drastically and the words were overlapping each other. I faced a lot of difficulty in writing my examination paper.

It was a rude shock to me as my father's saving was about to finish. It was not possible for him to afford expenditure of my treatment and studies along with taking care of the entire family. Hence, I decided not to tell them about my deteriorating eye sight.

While continuing our study, we (I and my brother) used to work in our farms (e.g ploughing field with bulls, cutting crops and irrigating) to reduce labour cost, so that we could pay for our education. After completing my graduation in Jaunpur we moved to Allahabad. I decided to work hard and prepare well for a PCS job, that too within two years as my vision was diminishing very fast.

Though I was facing many problems with my devolving vision but still I never considered myself as visually Challenged. In my opinion, a visually Challenged person is the one who can not see any thing while I could see little bit. Ultimately after a great struggle I and my brother came to know that we came in visually challenged category (it is also a long and interesting story) and we were issued certificate from our district medical board.

This marked the beginning of a new struggle of my life as while I started facing extreme difficulty in seeing and thus in reading and writing, I could see my dream of becoming an IAS officer getting grounded because of my handicap. In 8th standard, I thought of becoming an IAS officer and I became determined to do so after I was insulted by teacher and villagers in 12th standard (It has separate story). In Allahabad I was advised by state public service commission that since my chances of becoming a PCS or IAS officer were bleak, I should try to be lecturer in any college and thus I must complete post graduation and qualify the UGC NET. I was heart broken to hear that I would not be able to realize my dream of becoming an IAS but still I didn't lose heart and began my post graduation, together with my brother, from Kanpur University in Economics and appeared in NET examination in December 2003.

In January 2004, came another blow in the form of the death of my grand mother who was a pensioner and who regularly gave us Rs. 2000/month for our expenses after my father's savings were finished. Now, both of us had the challenge of surviving in a city with no money to spend and visual handicap to accompany. In the meantime, my elder brother qualified the NET lectureship exam but since he had to wait for six months to get the certificate of the same, we started searching for another alternative to sustain us in the city. After a year of constant struggle, we came to know about National Institute for Visually Handicapped in Dehradun and got admission in a computer course in July 2004 for 2004-05 session. (Just to mention here that getting into NIVH also entails a long and heartrending story of struggle in itself.)

Preparation for Civil Services

My one year stint in NIVH was the first stepping stone towards my journey of IAS. NIVH was the God's gift to me and I decided to make the best use of the institute and its resources to prepare for civil services. I knew that I needed electricity to use an audio recorder and I would not get electricity in my home village and my poor family would not be able to keep me in city where I could have electricity to use audio recorder for studies. Thus, the best place to study was NIVH. Throughout my journey, my elder brother supported me through thick and thin. With his unrequited support, I started preparing hard for civil services exam along with completing the computer course. I used a magnifying glass to read the words in the books and a hundred watt bulb in the table lamp. Such intense light so near to my eyes was actually doing more damage to my eye sight and eyes and drooping shoulders started paining. My continuously bent body posture posed a bigger problem in

studying but I had the spirit of 'do or die' in my mind and thus went ahead with the preparation. Without any coaching or guidance, I worked hard for the exam and decided to appear in the exam with economics and history as optional subjects. I first appeared in civil services pre examination in 2005 while doing the computer course in NIVH. But right after the Pre exam, we had to leave NIVH in June 2005. We knew our parents had no way to keep us in city for further studies and preparation, hence we started looking for other alternatives for financial support but to no avail. Here, we brothers decided that first my elder brother would hunt the job and as soon as he got one he would pay for my expenses, take care of the family in the village and later, I would follow the same suit.

As planned, he started looking for jobs and thankfully landed in the job of a lecturer in a private college. Though he was on a meagre salary but he still could manage to give me Rs. 2000 – Rs. 3000 per month for educational expenses. In the meantime, I took admission in B.Ed in Delhi University but just after two months, I left the programme as I discovered that I had cleared NET lectureship exam and Civil Services Pre exam. Even though many people suggested me to not leave B.Ed programme as clearing Civil Services main exam was uncertain and they also thought that my visual handicap could pose difficulty in reading the too vast syllabus of civil services examination. But I was sure that B.Ed was a under utilization of my capability and also a hindrance in my preparation for the civil services examination. Unfazed by all these advises, I plunged into working hard all by myself. I rented a small, unkempt room in Christian colony near Delhi University. There I started using an even higher magnifying glass. It would take me an hour to read one page along with heavy pain in eyes and bent

shoulders. I literally tortured my eyes and body for 12-13 hours everyday for the preparation and the remaining time was spent in hunting down a job of a lecturer based on my NET qualification. I appeared in 12 interviews in total in several colleges of Delhi University, Punjab University and also appeared for RBI's 'Economic research officers' interview but still could not get a job. In all the interviews, one question was same – 'do you have any teaching or work experience?'. I couldn't understand how could they expect a fresher to have some work experience. Until and unless a job is offered to a person, how he would gain any kind of practical experience. But the interviewers seemed to be devoid of such sensibility.

All alone in a city like Delhi, with no friends and no money to be able to join a coaching, I still dared to appear for the main exams. Unfortunately and to my surprise, I was not called for the interview. I was disheartened. Again my elder brother and 'bhabhi' provided me the moral support and encouraged me to continue with the preparation unless I complete all the 3 allowed and possible attempts. With their motivation, I focussed on my next attempt. In that single and small room, my companions were the magnifying glass, a table lamp that had a hundred watt bulb and an old audio recorder. Reading text was the biggest problem. Meanwhile, I came in contact with Pushpendra Singh Sengar and Vikash Kumar Gupta who helped me with lot of things. Later, I met Ram Prakash Shahu and Amulya Kumar. These friends helped me in reading texts and recording them in the recorder for revision. I again appeared in 2006 exam and also appeared for interview but even though I secured 2nd rank in visually challenged category, I still could not get selected (It has separate story of injustice and discrimination).

I again appeared in the third attempt in 2007 thinking this would be my last chance of realizing my dream. I secured a rank of 142 out of 734. It would be interesting to note here that I beat 592 selected 'normal' candidates. I was elated to know that in the history of civil services, I was the first visually challenged candidate till then who secured the rank of 142 and rank 1st in all physically challenged people writing the exam with the help of scribe and economics in Hindi medium as an optional subject in which I used aluminium wire to draw diagrams (It has separate intresting story).

1 seat in IAS was reserved for visually challenged candidates and my first preference was also IAS so I was assured to get IAS. My entire family and friends rejoiced over this news and my father who was not in favor of my preparation described it as my rebirth.

Struggle for service allocation

But my journey of happiness again came to halt when I received a letter from DOPT, after three months of my selection in UPSC, stating that I was not fulfilling the physical requirements for the seat reserved for visually challenged candidate as examined and circulated by the medical board, based on the following parameters:

(i) Work done by seeing, no.

(ii) Reading and writing, with computer.

(iii) Walking, with escort.

It was an extremely demoralizing letter for me. I discussed the case in detail with Shri Santosh Taneja of Delhi, a very helping person who helped me as my guardian, Shri Rakesh Garg, advocate of Delhi high court, and Shri T.D. Dhariyal,

Deputy chief commissioner for the persons with disabilities.

I did not inform my family about this new problem except my elder brother and my friends who were always with me. I replied to the letter stating

"Sir, the basic purpose of providing reservation (equal opportunity and participation) to a visually challenge candidate is that he can not see properly, then if a person is fully able to perform all the works by seeing, reading writing by seeing and walking in all the physical environment by seeing, how can be he defined as a visually challenged?".

I requested the authorities to withdraw these arbitrary imposed physical requirements, which are against the concept of reservation for the visually challenged candidates. I submitted the same letter to honorable prime minister Shri Manmohan Singh, social justice and empowerment minister Ms. Meera Kumar and chief commissioner for the person with disabilities Shri Manoj Kumar. I realized that all these officers agreed with my arguments. DOPT was also in agreement with me, and started exploring the original rules, and found that there was no physical requirement of work done by seeing in their rules for the visually challenged candidate and requested for clarification to UPSC. On September 5, the clarification came from UPSC stating that this was their clerical mistake and the original rules of DOPT were correct.

After 10 days i.e. on 15 September, DOPT gave me another letter in which the imposed physical requirement viz., "work done by seeing " was dropped, but the other two conditions of reading / writing by seeing and walking without escort were still there. I was advised to present appeal in DOPT,. On 19 September I submitted my appeal

in a polite but firm manner to DOPT in the below mentioned words:

"Sir, I am a visually impaired candidate having visual disability of more than 40% and I have successfully completed one year Diploma in Computer Application and Programming Skills from National Institute for Visually Handicapped, Dehradun run by Ministry of Social, Justice and Empowerment, Government of India, which has empowered me to read and write with the help of computer. In this age of expanding E-Governance, where almost all the Government Offices are being computerized, most of the work would be performed with the help of the computer. Even at the Academy, every trainee is being provided with the Laptop. With my capability of reading and writing with the help of computer, I am capable of performing work independently. I can also read the hard copies after scanning the same on computer without any difficulty. As for as manual reading writing is concern I am fully able to perform with the help of scribe as have been provided in the examination by UPSC. I reiterate that I am capable of reading and writing with the help of computer and scribe.

I am also capable of walking without escort and escort is not my compulsion. I am physically fit enough to walk on my own without any escort in visually challenged friendly, risk free, physical environment.

It is worth mentioning that a person who is capable of performing work by seeing/reading/writing can not be described as visually impaired. It is also relevant to point out that a visually impaired person who cannot see properly and is thus entitled for reservation, can not be expected to walk, read and/or write like a normal person. Therefore, the requirement of walking without escort in all the conditions

would also be opposed to the concept of reservation for visually impaired person. Thus as the requirement of "Work done by seeing" has rightly been dropped, the requirement of walking without escort shall also be dropped as a visually impaired person can not be expected to walk like a normal person. Similarly, a visually impaired person cannot be expected to write like a normal person and this requirement shall also be dropped. This is without prejudice to my contention that I can walk on my own without any escort in visually challenged friendly, risk free, physical environment and also capable of reading writing with computer and scribe and have been trained for the same. I respectfully submit that except my visual disability I am in physically sound condition.

In view of the above, I respectfully submit that the physical requirements, which are alleged to be not being fulfilled by me, are arbitrary and in negation to the reservation for visually impaired person and I humbly request that these requirements should also be dropped as the requirement of "Work done by seeing" have already been appropriately dropped. In any case, I am respectfully contradicting the findings of the Medical Board as communicated to me . And request that I may be examined by Appellate Medical Board, if still required.

After submitting the above appeal in DOPT, I was advised to appear before appellate medical board in Ram Manohar Lohiya hospital, New Delhi. I appeared before medical board on 7 October 2008, after examination medical board stated (me) He needs escort in unfamiliar circumstances because of only visual disability, and (ii) He can read and write with the help of computer through special software.

Ultimately, DOPT cleared my case and on 17 November

2008, I was given the appointment letter of IAS. And was advised to join phase-I training course of IAS in LBSNAA, Mussoorie from 13 December 2008. During this entire episode of service allocation I really felt that I was very lucky that in DOPT my case was being handled by a very honest, sensitive and hard working IAS officer Mr. Yatendra Kumar as Deputy Secretary, who put his best possible effort to provide me justice. Ms. Vibha Puree (IAS), Additional Secretary (DOPT), who took the final decision in my case whom I met when I went to DOPT to take my appointment letter, also mentioned about Mr. Yatendra Kumar's sustained efforts for providing me justice. I was very happy with the successful end of that episode of my life. Though I lost about 5 months time and had to go through emotional and mental trauma, and I do not know who will compensate for these losses but I believe in 'Alls well that ends well' and thus am happy that it all got okay in the end.

Training in LBSNAA

As asked by the DOPT I was ready to join for Bharat Darshan but Academy informed that I could join only after Bharat Darshan as all tickets had already been booked. Hence I joined my Phase-I training from 09 Feb 2009 after Bharat Darshan. Academy provided me an escort and Course coordinator Mr. B. Ashok (IAS) arranged some study materials in soft copies and in audio form to make my training friendly for me. I got good co operation from most of the member of academy. The best opportunity that course coordinator gave me was the opportunity of paying vote of thanks to honorable prime minister, on behalf of my whole batch during our BPST.

On the basis of my imagination of office and field work I planned to work like normal officer in different way that was

appropriate and suitable for me. To match my imagination with reality and to improve my plan of working (my plan was based on the real work experiences shared by an experienced officer) I discussed my working plan with the joint director and councilor of M.P. cadre Sri Padam Veer Sing who best co-operated with me, Dy.CCPD Sri T.D. Dhariyal and Director of NIVH, M.s. Anuradha Mohit.

I made a request to M. P. government through Shri Padam Veer Singh, IAS to provide me with some appliances and facilities to make me more efficient and capable in my challenging job of IAS as I knew I would not be able to afford these things. I am very grateful to Madhya Pradesh government specially to D.G. of Madhya Pradesh administrative academy, Dr. Sundeep Khanna, IAS and Collector Chhindwara Sri Nikunj Kumar Srivastava (IAS), who not only considered my request very positively and in a sensitive way, but also arranged them within a short time, and issued the following items to me for the rest of my service:

1. Lap top.
2. Jaws and Wachak, screen reader software's.
3. Braille printer
4. Scanner and scanning software.
5. Normal printer

District Training

M.P. government appointed me in district Chhindwara for my one year field training as Assistant Collector under one of the best officers of M.P. District Magistrate and Collector Sri Nikunj Kumar Srivastava (IAS). After working with him and seeing his work style for about 10 months, I am sure, I

was very lucky that I got a chance to learn the first step of administration under his guidance. He also provided me with every type of possible appliance, facility and sufficient man power to give me best training. He also morally boosted my courage and motivation by allocating me normal tasks without any bias, prejudices and sympathies. With his unconditional and continuous support, I am enjoying this challenging job of IAS and feel relieved and even more confident that my capacity and efficiency is being best utilized. I can now say that district Chhindwara is the only district in the country that has appliance infrastructure of training visually challenged IAS officers in the country.

When I reached the district in July 2009, collector instructed me to live with him for a month to observe how he performs his diverse duties and deals with his staff of various departments as well as with his seniors, private organizations, political representatives and common citizens. Thus, I got good opportunities to accompany him where ever he went and meet all the people he met. I noticed all the actions he took and attended every meeting which he chaired or participated in. During the same exercise I got a chance to visit the flood affected towns and villages. I inspected hospitals and schools and rural development and learnt some important lessons. I learnt how to listen to people patiently; talking to them politely even in adverse situations and taking strong action against culprits without being prejudiced.

After this I was attached with different departments like Tahsil, Police, Forest, Munsipalty, and Zila panchyat, Tribal welfare, Judiciary, social welfare, Mining, Food, excise, treasury etc. and learned basic functioning of these departments.

Collector gave me some small projects. First was spending one lakh rupees, utilizing the best for the campaigning of renewal energy sources on "Rajiv Gandhi renewal energy day". I planned with District renewal energy officer and we launched "Chhindwara Akshya Urja Express" named vehicle equipped with demo of renewal energy instruments. It was flagged by honorable chief minister and was campaigned for about a month in villages of each block. As a result the municipality set the solar traffic signal in Chhindwara city and a solar energy based ATM was also established. Many rich people also took initiative of using solar energy based system. But costly solar systems was found basic cause of less public interest in accepting these solar systems.

Second task that was given to me was to inspect a "school of Differently-abled children" and to suggest ways for improving to make it more friendly for children with special needs. I inspected and submitted the report to collector. Based on my report, the school was shifted in a good environment and it grew into an appropriate school for such children.

Third task was 'reviving a dead e-library'. The library had fallen into disuse for the last two years due to insufficient funds, loss and theft of equipment and electronic systems. But with the help of the collector and co-operation of other departments, the library was renovated and was inaugurated by minister in charge and along with this, a Competition Library was also started. Now the library is efficiently working and generating sufficient internal funds for itself and is used by about 200 persons daily.

Fourth task was given to monitor the welfare camp for differently-abled children for assessing their percentage of

disability and measuring the appliances of their requirement and providing the benefits of various schemes on the same day. I did well and stood upto the expectations of my collector.

In applause of my duties and tasks performed, Collector honored me with the letter of appreciation on the Republic Day!

Then, I was given fully independent charge of Chief Executive Officer (Zanpad Panchyat), Chhindwara for two months from December 2009 to January 2010. This fully independent charge gave me great confidence in handling meetings, dealing with financial matters, issuing the cheques, inspecting the schools, midday meals, and monitoring the different welfare schemes for poor and needy. I also got chance to monitor the different rural development schemes specially NREGA.

During this independent charge I also got the opportunity to work as Assistant Returning Officer for Panchyat elections. In this role, I got to learn complicated process of panchyat election. The most challenging and joyful day was the day of election when I worked day and night with the team for making the election fair and free of disturbance. I must say it was a good learning curve for me.

Finally, in the end of my district training I was given fully independent charge of Tehsildar and Executive Magistrate for two months from April to May 2010. I worked and learnt work processes of revenue court works and other land related matters, recovery of government money from people, preventive criminal cases BPL card and issuing the basic certificates etc. The most educative and confidence building work during my independent charge was removal of 148 encroachments by the side of a road in which about 40

big buildings were involved. I got full support from my new collector Shri Pawan Kumar Sharma (IAS) and SP Sri Ashish Kumar (IPS) in the removal of these encroachments.

On 28.02.2011, I married with Anusha, my the best life partner and home maker.

After my training I was posted as as SDM Berasia, a backward sub-division of Bhopal district and worked there fore about one year. After this I was posted as the CEO Zila Panchyat of district Hoshangabad and worked there about 2.5 years under my Collectors Sri Nishant Warwade IAS and Sri Rahul Jain IAS , learnt a lot from them for my future .

Now since 12.08.2014, I am posted as the District Collector of one of the backward tribal district named Umaria under my commissioner Sri D.P . Ahirwar IAS.

On the basis of the above continuous stages of special experiences with visual challenge till now I feel that it does not matters that you have eyes or not, but what matters is how seriously and carefully you do your job, in short I think that and my eyes are blind, I am not blind.

Here I will thank M.P. government which is giving me equal opportunity to experience and work with my best ability and capacity.

I am doing all the above mentioned tasks and many more as a visually challenged IAS officer. I lived up to the expectations of my senior officers. This was unprecedented and those who have not seen me working are keen to know how I performed such challenging duties with visual impairment. For them and for the inspiration and interest of other visually challenged, who want to be an IAS officer and specially for those who have not seen any visually impaired

person working in such way and hence are prejudice about their capability and efficiency, I have prepared a video clip of 15 minutes duration named "How I worked in the field" that shows how I and my team removed encroachment from a big and risky area in a peaceful manner. The video also shows how I heard encroachers in the court, inspected the field, took the meeting of encroachers, arranged man and machine power and maintained law and order apart from leading the team.

It is just a beginning, not an end to my story. I have tried to pick up a few important events from my past to highlight different facets of my life. I tried my best to be most objective but emotions might have affected my perception of events.

Brief of Some Important Works Done in Job

A. **As SDM Berasia, Bhopal in 2011 to 2012:**

1. Recovery of rent amount of about Rs.1,60,00,000 for the shops of the municipality , RKS, Higher secondary school, janpadetc, Which improved the financial situation of concern institutions.
2. Ensuring the presence of the doctors and para medical staff in one C.H.C. and four P.H.C. through imposing section 144 (CRPC) and regular monitoring As a result the functioning of hospitals was improved, which resulted in the increased number of patients in OPD.
3. Coordinating, monitoring and organizing the block level first and to day a mela of district in

which 18 departments participated and delivered Rs19 Crores amount to the 7000 beneficiaries in various schemes.

4. Monitoring the blish relief to the farmers for the damage of their crops under the RBC 6-and get delivered to the farmers amount of 360.00 Lacs.

B. As Additional Collector(Development) and CEO(ZP) Hoshangabad in 2013 to 2014

1. By organizing regular camps in bank branches and block level and regular follow up the target of district of CMRHM was achieved 103%, resulted as expectation of benefit to about 5368families of district.

2. In the assembly election 2013 and Lok Sabha election 2014, as the District nodal officer of communication plan, with my team I planned and inspected myself to each communication shadow booths and ensured the communication management in such a way as practically there were no communication shadow booth in the district, resulted as no communication hindrance to election functionaries at all, and it was one of the best contribution in successfully completed free and fair election.

   In Assembly election 2013 with the active guidance of DEO, as the Chairman of district level SVEEP committee I planned and implemented the SVEEP activities in such a way as the district achieved the maximum increment of voters turn out in state compared to assembly election 2008.(Cheif Election Officer M.P.gave

the appreciation letter and prize of 50,000 rupees for the same).

C. **As Collector Umaria, in 2015 to 16:**

1. The admission of 2 visually and 3 hearing impaired students in Central school Umaria from Collector quota and implementing the reservation policy in central school Umaria for the same students and learning braille, screen reader software, and sign language etc of all the students of the same school with these impaired students probably at the first time in any school of the country, have not only made the normal students more inclusive , and prepare to fight any such future challenge if it comes in their own life, but also have made them better to help any such impaired person of the society in better way .

2. By the regular review and follow up hundred percent scholarship has been sanctioned and dispersed to the students in stipulated time, which has benifited to 1.07339 Lac students and their families and district has 3rd rank in state.

3. Under "SwachhVidyalay Campaign" although district received financial resources very late yet by regular and hard review and follow up on table and field rest 618 school toilets have been completed within only 2months, which has significantly improved the approach and life style of the students, their families and society in the district.

4. Starting first time the coaching classes at district headquarter, by the trainer of Delhi and Kota of

200 students of district under IAP scheme which has not only saved the money, time and inconvenience of the students and their families in the district but also has given the best opportunity to strengthen them to compete in state and national level competitive examinations.

5. Organizing the adventures sports for the students and citizens in the district, in which about more than 150 students and many citizens of the district participated first time, which gave them unique experience and enhanced the courage of students and citizens of district and is also a step to shift the burden of tourism from Bandhavgarh National Park to other potential parts of district.

6. The survey of drought affected Kharif crops of 2015 and hundred percent relief dispersion of 35.7692994 Crore rupees to 87.249 Lacs affected farmers were done within 2 months, and the district was among top 5 district of state which dispersed their full amount in the fastest time.

7. District collected 131.78% amount for Armed Forces Flag Day and His Excellency Governor of State has given appreciation letter for the same.

मणिपुर के दुर्गम इलाकों में एक नई पहल

मनीराम शर्मा, IAS



Maniram Sharma
IAS (2009 Batch)

मनीराम शर्मा जी जन्म से सुनने की शक्तिरहित एवं अत्यंत आर्थिक दृष्टि से कमजोर परिवार से राजस्थान से आते हैं। साधारण सरकारी स्कूल में पढ़कर, सुनने, बोलने की शक्ति से रहित होते हुए राज्य के मैरिट में स्थान प्राप्त किया। जिसके कारण एक अभूतपूर्व सामाजिक कार्यकर्ता गोपाल आर्य जी की दृष्टि इन पर पड़ी। उन्होंने इन्हें आगे बढ़ाने का, इनकी कठिनाइयों को हल करने का स्वेच्छा से अपने ऊपर भार लेकर भरपूर सहयोग एवं मार्गदर्शन दिया जिससे ये IAS की परीक्षा पास करने में सफल हुए। इस समय में मेवात क्षेत्र जिला नुँहू में DC के रूप में कार्यरत हैं।

चूंकि समाज ने इनको इस अद्वितीय स्थान पर लाने के लिए समय–समय पर विशेष सहयोग किया। इसलिए इनके द्वारा भी कुछ विद्यार्थियों की पढ़ाई के लिए पर्याप्त मात्रा में इनकी आय का एक अंश इस कार्य के लिए दिया जाता है जो कि बहुत ही सराहनीय है।

मैं **मनीराम शर्मा**, आई.ए.एस. : 2009 बैच प्रारम्भ में मणिपुर कैडर से संबंधित था। जनवरी 2015 में मेरा कैडर परिवर्तित होकर हरियाणा हो गया।

मणिपुर में लगभग 5 वर्ष के कार्यकाल के दौरान मैंने महसूस किया कि बाहर से आने वाले विशेषकर हिन्दी भाषी IAS / IPS के लिये मणिपुर में कार्य करना एक बहुत बड़ी चुनौती है। मणिपुर में हिन्दी पर उग्रवादी संगठनों ने घोषित रूप से प्रतिबन्ध लगा रखा है।

केवल मणिपुरी, अँग्रेजी और अन्य स्थानीय बोलियों में ही संवाद सभंव है। इसी तरह अन्य अनेक प्रकार की बहुत परेशानियाँ थी। मैं जिला चूराचांदपुर में ही सारे समय पोस्टेड रहा। यह जिला मणिपुर के अन्य 8 जिला के विपरीत कुकी बहुल है और लगभग 98 प्रतिशत आबादी ईसाई है।

मैं यहाँ Assistant Commissioner, SDM, ADM, CEO / ZP, DC/DM के पद पर रहा। मैंने शुरू में ही यहाँ हिन्दी विषय की कोचिंग क्लास शुरू कर दी, जिसका शुरूआत में कोई अच्छा रिस्पोंस नही मिला, परन्तु 3 विधार्थियों से शुरू हुई हिन्दी कोचिंग क्लास 3 साल बाद 80 विद्यार्थियों तक पहुँचीं। तीन सालों में कुल 370 कुकी विधार्थियों को हिन्दी की कोचिंग सफलतापूर्वक कराई गई एंव जिला प्रशासन की तरफ से सफलतापूर्वक कोचिंग पूरी करने वालों को प्रमाण पत्र भी दिये गये, जिससे वहाँ के लोगों में हिन्दी के प्रति लालसा बढ़ी।

जिलों में रहने वाले सभी दिव्यांगों का सर्वे करवाया गया था, तथा उन्हें उनकी मांग व योग्यता के अनुसार कृत्रिम उपकरण व सहायक उपकरण जैसे तिपहिया साईकल, वैशाखी, हेयर मशीन इत्यादि सरकार के अलग–अलग फण्ड से तथा निजि कंपनियों के सहयोग से उपलब्ध करवाई गईं। जब मैं वहां गया तो जिला अस्पताल में विकलांग प्रमाण पत्र जारी करने की कोई व्यवस्था नहीं थी और ये प्रमाण पत्र इम्फाल में ही बनाये जाते थे। इम्फाल आना जाना बहुत मुश्किल होने की वजह से बहुत से विकलांग बिना प्रमाण पत्र के ही रह जाते थे। मैंने लगातार 3 महीने तक प्रयत्न के बाद जिला अस्पताल चूराचांदपुर में ही विकलांग प्रमाण पत्र जारी करने की व्यवस्था करवाई।

जिला चूराचांदपुर में अत्याधिक गरीबी होने के कारण महात्मा गांधी ग्रामीण रोज़गार योजना की बडी मांग है, जिसके कारण यह

कार्यक्रम वहाँ बहुत अधिक सफल रहा है तथा 100 प्रतिशत लोगों को सरकार की रोज़गार गांरटी योजना के तहत 100 दिन का रोज़गार दिलवाया गया। महात्मा गांधी ग्रामीण रोज़गार योजना (नरेगा) के तहत उत्कृष्ट कार्य किये जाने पर वर्ष 2010–11 में माननीय प्रधानमंत्री, भारत सरकार द्वारा मणिपुर के चूराचांदपुर जिले को राष्ट्रीय स्तर पर सम्मानित किया गया।

Changing One's Attitude Can Do Miracles

Naveen Kumar, IRTS



Naveen Kumar
IRTS (2010 Batch)

नवीन कुमार जी मूल रूप से बिहार के परिवार से संबंध रखते है। इनका परिवारजन इनके जन्म से ही पंजाब में लुधियाना आ गये। इन्होंने परिवार में प्रयासपूर्वक परिवार की आर्थिक आवश्यकता को पूरा करने में सहयोग किया। नवीन जी 10वीं कक्षा के बाद कॉलेज नहीं गए। ट्यूशन पढ़ाई छोटे–छोटे विद्यालयों में पढ़ाई एवं अनौपचारिक शिक्षा से M.A. की परीक्षा पास की। सिविल सेवा की तैयारी की। सन् 2010 में सिविल सेवा रेलवे में प्रवेश किया। सामाजिक सोच एवं सामाजिक संवेदना इनकी प्राथमिकता के विषय है। इसी सोच से ये कार्यरत हैं।

It is great co-incidence that I have completed half a decade of journey in the service today and getting opportunity to write my experience for you. I am in Indian Railway Traffic Services (IRTS) and looking after operations since the beginning of my journey in the service. There are mix experiences and feelings but I'll share only positive notes here .

In these five years I have been transferred thrice and posted in remote and underdeveloped areas only. I am highlighting this thing because unlike IAS/IPS and Revenue services who are also posted in such areas, we, the railway officers have no power , no facilities and no authority to bring the change or one can say no scope to induct innovation and ideas in order to boost the system . And yet we have to

give/sacrifice everything of our life from comfort, sleep, family life, personal creativity, nearly nil leaves etc. Therefore slowly we lose our friends and relatives because we are unable to be the part of their joys and sorrows. These things create immense frustration among us and its natural that it tends to reflect in work as well. Therefore you will find that most of the traffic Officers begin their day scolding their subordinates. The work of a traffic service officer posted in operations starts around 6:00 in the morning till late nights without weekends and holidays. So basically you have to be at beck and call for everyone at every time.

Incidentally I have also gone through the same phase and I think despite of all these, we can still bring many changes to the service and for the people around us. We just have to forget that we are officers and we have to think ourselves as leaders/ responsible commoner.

I want to share the story of my second posting here. In 2015 I have been posted as Area Officer, Singrauli, East Central Railway. The jurisdiction of this post was partly in Madhya Pradesh and partly in Uttar Pradesh. I was the first officer ever been posted there. I had no office, no office staff, no vehicle, and no accommodation. But the responsibility was given to increase the coal loading and dispatch. I started struggling there for basic amenities. It was obvious that this struggle brought frustration and negativity. But soon I realised that plight of my staff was even worse and they were dealing with the similar things for years. I somehow figured out myself and started working there. I analysed that the reason of poor loading and dispatch was not purely infrastructural constraints but the moral of the staff was also very low. I couldn't do anything with the infrastructure because it was beyond my power but I could boost up their

morale, bring some positivity and pat on their back. But for this I had to shed away my own frustration and negativity first. I showed my faith in them, boosted them and it did some wonders if not miracle. Within one year coal loading improved by 22% , dispatch and running of trains by 55% and safety by 65%.

I have written this because I think changing one's attitude one can do miracles and not only we can bring smiles in our lives but everyone around us. Smile and yawn both are contagious, we just have to make a choice.

ग्रामीण क्षेत्र में सिविल सेवा की तैयारी के संबंध में किया गया अभिनव प्रयोग

मिथिलेश मिश्रा, IAS



Mithilesh Mishra
IAS (2011 Batch)

मिथिलेश मिश्रा जी पूर्वी उत्तरप्रदेश के साधारण परिवार से संबंध रखने वाले एवं अत्यंत सरल व्यक्तित्त्व के धनी, हिंदी माध्यम से IAS बनकर बिहार कैडर में प्रवेश किया। पहली पोस्टिंग से अपनी मनोभूमिका प्रशासक के बदले समाजसेवक (सिविल सर्वेंट) की बनाई एवं ट्राइबल बच्चों के लिए शिक्षा, गुणवत्ता एवं रोजगार के लिए आत्मीयता से उनके साथ जुड़े एवं विद्यार्थियों के साथ रेल में जनरल क्लास में रात–रात भर जागकर भी प्रवास करने में संकोच नहीं करते हैं। स्वयं के प्रति कठोर आदर्शवाद निभाने में एक उदाहरण है। वर्तमान में बिहार में कार्यरत है।

मसूरी ऐकेडमी से प्रथम चरण के प्रशिक्षण के पश्चात् जब जिला प्रशिक्षण के लिए मैंने बांका जिला में सहायक समाहर्त्ता के रूप में योगदान दिया तब मुझे भी नहीं पता था कि शिक्षक के रूप में मेरी पिछले पाँच वर्षों की भूमिका को इस सुदूर एवं तथाकथित पिछड़े जिले में भी काम करने के लिए अवसर मिलेगा।

जिला प्रशिक्षण के एक माह के दौरा नहीं यह बात समझ में आ गयी थी कि किसी भी क्षेत्र एवं उसके नागरिकों के विकास के लिए सबसे आवश्यक निवेश शिक्षा का ही है और यह शिक्षा सबसे ज्यादा युवा विद्यार्थी और नौजवान पीढ़ी के बीच ले जाने की आवश्यकता है जो कल के कर्णधार होंगे। जिला प्रशिक्षण के दौरान अनेक योजनाओं की

समीक्षा बैठकों एवं उन योजनाओं की धरातल पर हकीकत जानने के क्रम में नागरिकों से की गयी मुलाकात के दौरान योजनाओं की जानकारी और समझ युवाओं के बीच कितनी है, इसे जानकर लगा कि मेरी व्यक्तिगत समझ शायद इसीलिए बेहतर है कि संघ लोक सेवा आयोग की परीक्षा की तैयारी करने के क्रम में इसे पाठ्यक्रम के रूप में पढ़ा है अथवा सिविल सेवा की तैयारी के दौरान खुद को जागरूक रखने और समसामयिकी की अद्यतन तैयारी के दबाव ने योजनाओं की जानकारी बेहतर की है। स्कूली जीवन से ही सिविल सेवा के आकर्षण ने इस जागरूकता और जानकारी को और भी घनीभूत किया है।

बांका जिला में विद्यार्थियों से बातचीत के दौरान कई बार ऐसा लगा कि छोटे शहरों के विद्यार्थियों के सपने भी छोटे ही होते हैं और ग्रामीण क्षेत्र के विद्यार्थी सपने नहीं रोज़गार की खोज में लगे रहते हैं। मानव संसाधन विकास और मानव जीवन की असीम संभावनाओं की पृष्ठ भूमि में शिक्षा के साधारण स्तर एवं महत्त्वाकांक्षा विहीन युवापन एवं बिना लक्ष्य के विद्यार्थियों की चल रही जीवन यात्रा ने मुझे इस बात के लिए उद्वलित किया कि क्या कुछ किया जा सकता है?क्या कोई सपना या लक्ष्य विद्यार्थियों के बीच में प्रेरणा के स्रोत के रूप में रखा जा सकता है?

इसी बीच दिल्ली में दर्शन शास्त्र के अध्यापक श्री अमित सिंह से इस विषय पर विचार–विमर्श किया तो पता लगा वे भी सुदूर पिछड़े क्षेत्र एवं ग्रामीण विद्यार्थियों के बीच जाकर कुछ काम करना चाहते हैं। बस फिर क्या था, मेरे निमंत्रण पर वे अपने मित्र सुनील के साथ बांका आ गए और सितम्बर, 2013 माह में 06 दिनों में लगभग 21 महाविद्यालयों एवं इंटर कॉलेजों में छात्र–छात्राओं के बीच में सिविलसेवा की तैयारी कैसे करें इस विषय पर गहन परिचर्चा होने लगी।

इस नये–नये जोश भरे अभियान का सबसे रोचक पक्ष स्थानीय कलाकारों के नेतृत्व में कलाजत्था का अग्रिम भ्रमण एवं सांस्कृतिक गीत आह्वान था, जो गीतों के माध्यम से सबके मन को सिविल सेवा

एवं करियर के बेहतर लक्ष्य के लिए एकाग्रचित करता था।

उस एक सप्ताह में आगे की कोई कार्ययोजना, कोई संस्थागत प्रयास करने की संकल्पना नहीं थी लेकिन अगले एक माह में विद्यार्थियों एवं आम नागरिकों के बीच इस अभिनव प्रयोग एवं सद्प्रयास की इतनी चर्चा हुई कि लोग पूछने लगे कि क्या गाँव में रहकर या छोटे से शहर में भी रहकर सिविल सेवा में सफलता प्राप्त की जा सकती है?

अपनी तैयारी के दौरान मैं दिल्ली में संकल्प संस्था के साक्षात्कार कार्यक्रम में शामिल हुआ था और इतने बड़े संगठन की इतनी बड़ी आयोजना देखकर लगा था कि कुछ किया जा सकता है। लगा कि यदि मेधावी एवं चयनित बच्चों को सही मार्गदर्शन एवं उचित परिवेश मिल जाए तो सिविल सेवा संसाधनों के बजाय परिश्रम से साधी जा सकती है।

जिला के 10 होनहार बच्चों की तलाश में अनायास ही 50 प्रश्नों का एक प्रश्नपत्र गठित किया और कुछ सहयोगी शिक्षकों के साथ जिला पदाधिकारी श्री दीपक आनंद के मार्गदर्शन में स्क्रीनिंग परीक्षा रखने का विचार किया। संभावना थी कि करीब 100 विद्यार्थी भी यदि उपस्थित हुए तो बात आगे तक जाएगी, लेकिन आश्चर्य यह हुआ कि करीब 350 विद्यार्थियों ने सिविल सेवा प्रारंभिक परीक्षा के पैटर्न पर पी. टी. की परीक्षा में भाग लिया एवं उसमें से करीब 30 विद्यार्थी चयनित किये गए।

जिला पदाधिकारी के कार्यालय कक्ष में अन्य पदाधिकारियों के साथ बैठकर इन 30 विद्यार्थियों का साक्षात्कार लेना बहुत ही रोमांचक अनुभव था, जिसमें से अंतिम रूप से कुल 12 विद्यार्थी ही अपनी योग्यता और आत्मविश्वास के आधार पर चयनित किए गए। उनके लिए अंतिम प्रकाशन सूची में नाम होना ऐसा था मानो सच में सिविल सेवा की परीक्षा पास कर ली हो। मिडिया का भी भरपूर समर्थन मिला एवं बुद्धिजीवियों के बीच में इस कार्यक्रम के दीर्घायु होने की कामना की गयी।

चयनित 12 बच्चों को लेकर जिला के अनप्रयुक्त नवनिर्मित ।।T छात्रावास में 12 दिसम्बर, 2012 की संयोगिक तिथि को मंगलाचरण के साथ कक्षाओं की शुरूआत हुई जिसे किसी ने सुपर 12 की भी संज्ञा प्रदान की।

जिला पदाधिकारी की सदाशयता एवं सक्रिय मार्गदर्शन से इन गरीब बच्चों के रहने की व्यवस्था हो गयी। खाने–पीने एवं स्टेशनरी/किताबों की व्यवस्था करने में भी जिला पदाधिकारी श्री दीपक आनंद ने व्यक्तिगत स्तर पर आवश्यक व्यवस्थाएँ की एवं सरकार की किसी भी योजना से दूर लेकिन सरकार की गहरी मंशा के अनुरूप यह अल्पकालीन प्रयास एक अभिनव प्रयोग एवं सार्थक प्रयास के रूप में अपनी पहचान बनाता चला गया।

जिला के वरीय पदाधिकारी यथा श्री ललित सिंह, कई शिक्षक जो स्वयं कभी यू.पी.एस.सी. की तैयारी किया करते थे, उन्होंने भी आगे बढ़कर कक्षाएँ ली एवं विद्यार्थियों का मार्गदर्शन किया।

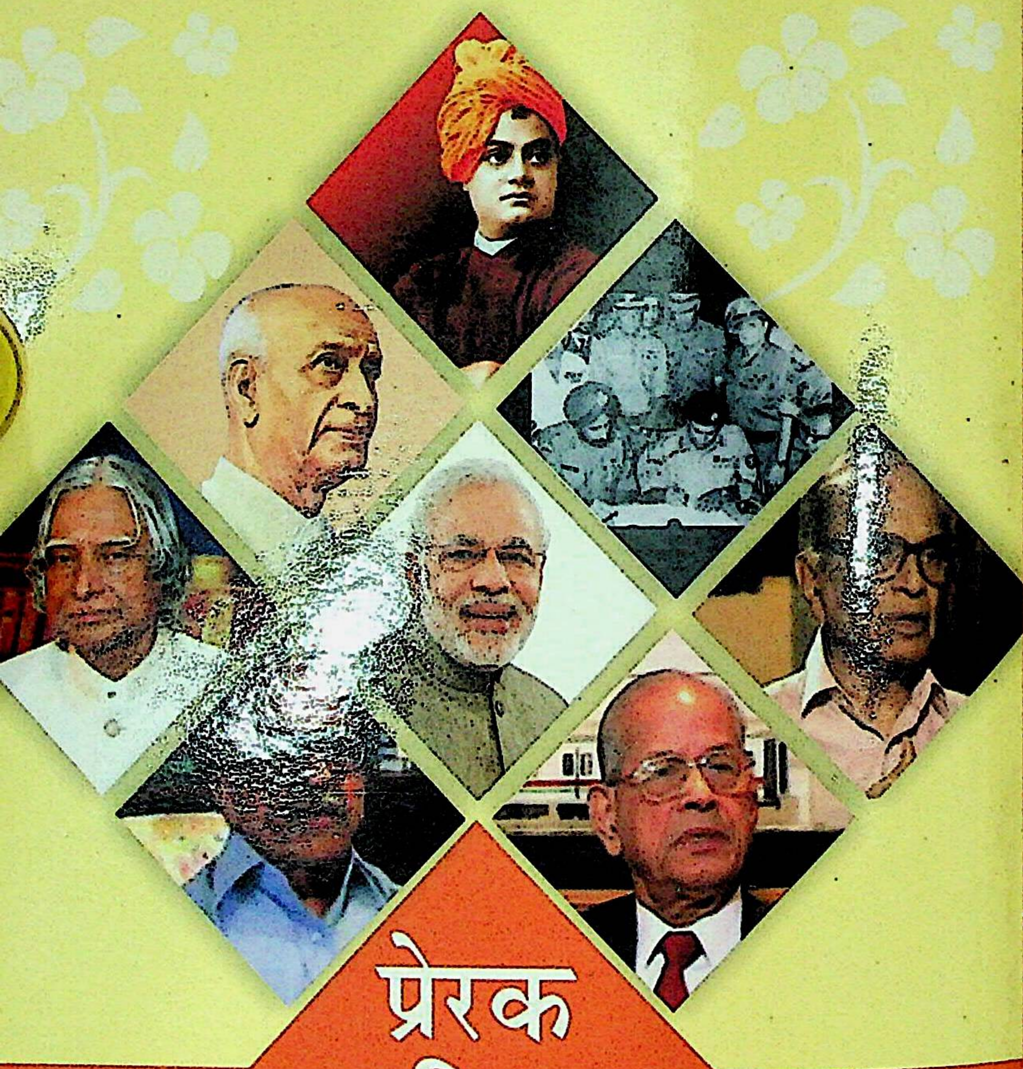
इन चयनित विद्यार्थियों को बाहर की दुनिया का अनुभव मिले एवं दिल्ली में तैयारी के वास्तविक माहौल को समझ पायें एवं उसके अनुसार खुद को तैयार कर सकें इस उद्देश्य से संकल्प में आयोजित तीन दिवसीय प्रशिक्षण सत्र में इन विद्यार्थियों ने न सिर्फ भाग लिया अपितु अपनी मेधा एवं लगन से सबको आकर्षित भी किया।

व्यक्तिगत रूप से जिन कोचिंग संस्थानों में मेरा जुड़ाव था वहाँ भी इन्हें ले गया एवं कुछ कक्षाओं में इनकी उपस्थिति सुनिश्चित करायी, जिससे इन्हें प्रतियोगिता के माहौल का अनुभव हो सके।

संकल्प के छात्रावास में इनका निःशुल्क आवासन एवं प्रशिक्षण ने इन्हें अपनी संभावनाओं के प्रति सचेत किया और यह विश्वास दिलाया कि यदि अच्छे कार्य के लिए आगे बढ़ते हैं तो मार्गदर्शक एवं सहयोगी इन्हें अवश्य मिलेंगे।

स्थानान्तरण के बाद भी इन विद्यार्थियों से व्यक्तिगत सम्पर्क में रहना, इनके संघर्ष को साझा करना एवं इनकी प्रारंभिक छोटी–मोटी सफलताओं को अपनी सफलता मानना एवं यह विश्वास रखना कि "हम होंगे कामयाब" सिर्फ एक गीत के बोल नहीं है अपितु अपनी समाज को बदलने का संकल्प और उस संकल्प के प्रति अपने समर्पण का जीवन दर्शन है।

सुदूर क्षेत्रों के विद्यार्थियों को बेहतर शिक्षा एवं बेहतर भविष्य के लिए प्रेरित कर पाना शिक्षक के रूप में मेरी भूमिका को और मजबूत बनाती है और यही मजबूती और मजबूत संकल्प के साथ काम करने के लिए प्रेरित करती है।



प्रेरक व्यक्तित्व